Job Crafting for Employee and Workplace Wellbeing

2021 PSYCHOLOGY WEEK REPORT

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WORKING MINDS

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Workplace wellbeing: a renewed focus

The COVID-19 pandemic has ignited a seismic shift in Australian workplaces. Remote work, once thought of as experimental – even impossible – became the norm for many organisations overnight.

Workplaces are brimming with possibility, but with any significant change, there are challenges. There has never been a more important time to focus on workplace mental health and wellbeing.

In 2020, only 10.7% of Australian workers were consistently thriving in their jobs, compared to 18.7% in 2018[1]. Early in the pandemic, 91% of Australians reported feeling anxious about the economic downturn of COVID-19[2].

Even before the pandemic, one in five Australians experienced a mental illness in any given year, with almost half of Australians experiencing a mental illness at least once in their lifetime.[3]

The economic ramifications for this are enormous. Mental ill health and suicide cost the Australian economy around $200-220 billion per year, or $550-600 million per day[4].

Just as workplaces are changing, so are people's expectations and beliefs about their work. Amongst lockdowns and economic volatility, over 40% of employees have reported intentions to leave their workplace over the past year.[5]

Historically, salaries and benefits were considered sufficient compensation for labour, but this is changing. Employees are more actively seeking work that meaningfully enriches their lives[6].

Employees are more willing to take charge of their mental health, with many renegotiating with their employer what they "receive" in exchange for their work.[7]

The "psychological contract" is being rewritten, and every workplace, employee and sector has an opportunity to shape our future working lives.

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[1] The Wellbeing Lab 2018, 2020

[2] The Wellbeing Lab, 2020

[3] Slade et al., 2009)

[4] Productivity Commission, 2020

[5] Microsoft, 2021

[6] Leong, 2021

[7] Leong, 2021

Key findings

Our research team from the Centre for Wellbeing Science at the University of Melbourne, conducted a survey on Australian workers across different industries.

We explored how different workplace factors, like job crafting, passion and psychological safety were related to employee wellbeing. Acknowledging the need to tailor wellbeing strategies towards workers across different occupational contexts, we examined the degree to which job crafting, passion, psychological safety, and wellbeing differed across industries, organisational seniority, and genders.

Job crafting: The informal ways you can shape your job so that it better aligns with your strengths, values and interests[8]. This can be done by shaping the tasks, relationships, or cognitions (beliefs) you hold about your job.

Passion for work: The enthusiasm, love, and drive you have for your work. Passion is known to come in two forms: **harmonious passion** (your job is in harmony with your broader life) and **obsessive passion** (your job is in conflict with your broader life)[9].

Psychological safety: Your belief that it is safe to take interpersonal risks in your organisation, like speaking up and asking for help[10].

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[8] Slemp, 2016
[9] Vallerand, 2015
[10] Edmondson, 1999

Passion for work

Job crafting, psychological safety and general passion for work (i.e. how much you love your job) were significantly associated with increased employee wellbeing, consistent with prior research.[11]

Harmonious passion was significantly related to employee wellbeing, while obsessive passion was not significantly related to wellbeing. This is consistent with prior research[12] and suggests harmonious passion is a more reliable predictor of wellbeing than obsessive passion.

Occupational contexts

Differences across occupational contexts highlight how job crafting should be tailored towards the needs of workers from different industries and roles.

- Workers in healthcare and telecommunications reported higher levels of job crafting and passion than workers in manufacturing.

- Managers reported higher levels of job crafting and passion, as well as lower levels of negative emotions, than non-managers.

- Women were more likely to use job crafting to shape their own perception of their jobs and their relationships with their co-workers than men. Women were also more harmoniously passionate about their jobs than men.

Top down, bottom-up approach

These insights are relevant to both employees and employers across Australia.

Every worker holds a unique set of skills, values and perspectives that can be harnessed to shape their workplace experiences, individual wellbeing, and potentially even the collective wellbeing of their team and organisation.

Employees should consider how they can creatively use job crafting to align work with inner strengths, values and interests.

Employers should facilitate a culture where their workers feel psychologically safe to do so.

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[11] Fransen et al., 2020; Lichtenthaler & Fischbach, 2018; Pollack et al., 2020
[12] Pollack et al., 2020

The context

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What is wellbeing?

Wellbeing is the ability to feel good and flourish. It encompasses a broad range of emotional and psychosocial experiences, including positive emotions, and how we function in terms of meaning, purpose and connection.[13]

Happier employees are generally healthier, more engaged, and maintain better work relationships, which heightens both individual and organisational productivity.[14] High levels of wellbeing are associated with more job satisfaction, better performance, and decrease the likelihood of burnout or staff turnover.[15]

A recent analysis of 1,882,131 employees across 82,248 business units found that higher employee wellbeing contributed to increased business-unit level profitability.[16]

Workplace wellbeing is good for business, and good for people.

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[13] Diener et al., 2010
[14] Isham et al., 2020; Page & Vella-Brodrick, 2009
[15] Isham et al., 2021; Harter et al., 2002; Krekel et al., 2019; Porath et al., 2012; Sears et al., 2013
[16] Krekel et al., 2019

How to increase wellbeing at work

Job crafting

Strengthening an employee's sense of agency and passion for their work is a powerful tool to improve workplace wellbeing.

Rather than attempting to change the structural components of the job, which often relies on input from management, employees can use job crafting to informally align the various features of their job with their inherent strengths, values and interests[17].

This can be done through:

- **Task crafting** involves altering the number or type of activities an employee completes (e.g. introducing new tasks that are more in line with the employee's strengths and interests).

- **Relational crafting** refers to the employee proactively making changes about who they would like to engage with at work (e.g. deciding to get to know other employees who share similar interests).

- **Cognitive crafting** involves changing the way an employee 'sees' their job, thereby shaping their perception to align with what is intrinsically meaningful to them (e.g. taking a moment each day to remind themselves of the impact their work is having in the wider community).

Job crafting is a strategy employees can use to shape their job to make it more meaningful, enjoyable and satisfying,[18] and is strongly linked to workplace wellbeing[19], as well as engagement and performance.[20]

Job crafting can predict the satisfaction of basic psychological needs associated with wellbeing, such as autonomy, competence, and relatedness.[21] It's also associated with organisational citizenship behaviour, and lower levels of burnout.[22]

Task, relational and cognitive crafting empowers employees to play an active role in making positive changes to their work experience and can fundamentally alter the meaning of an employee's job and their work identity.[23] This is a growing area of research with opportunities to positively harness job crafting for wellbeing. Currently only a handful of studies have directly compared the effect of the three types of job crafting on wellbeing and performance at work. There are also further opportunities to explore how males and females report engaging in, or having a preference for, different types of job crafting.

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[17] Slemp & Vella-Brodrick, 2014; Wrzesniewski & Dutton, 2001
[18] Slemp & Vella-Brodrick, 2014; Wrzesniewski & Dutton, 2001
[19] Slemp et al., 2015; Slemp & Vella-Brodrick, 2013, 2014
[20] Lichtenthaler and Fischbach, 2018; Frederick & VanderWeele, 2020; Rudolph et al., 2017
[21] Slemp & Vella-Brodrick, 2014
[22] Shin & Hur, 2019; Slemp et al., 2015, 2020; Slemp & Vella-Brodrick, 2013
[23] Wrzesniewski & Dutton, 2001

Passion for work

Passion is characterised by a strong drive to do an activity that one loves, values and wants to invest considerable time and energy in.[24] Passion can be an integral part of someone's identity, however not all forms of passion are necessarily positive.

According to the Dualistic Model of Passion[25], there are two different forms of passion: harmonious passion and obsessive passion.

Harmonious passion refers to an adaptive form of passion that is in harmony with one's inner values and goals.

A harmoniously passionate worker:

- Freely chooses to engage in their work, rather than feeling an uncontrollable urge to do so.

- Loves their job and experiences sustained enjoyment and concentration from working each day.

- Is able to mentally "switch off" after work, and enjoy engaging in hobbies, sports, or spending time with family and friends.

- Has a secure sense of who they are, what they want, and what they can achieve, and work does not overpower other areas of their life.

Harmonious passion is linked to positive affect, (hyper-focus), attention, organisational commitment, job satisfaction, life satisfaction, autonomous motivation, creativity and performance, and lower levels of burnout, psychological distress and turnover intention.[26]

Obsessive passion refers an all-consuming form of passion that can result in conflict with other areas of someone's life and is often dysfunctional.

An obsessively passionate worker:

- Feels an uncontrollable urge to engage in their work.

- Struggles to separate themselves from work, even though they may enjoy their job.

- Might frequently bring work home with them, work late into the night, potentially to the point that it impacts their sleep.

- May use work as a self-protective strategy or a source of pride, and as such;

- May react defensively when criticized and when things go wrong.

These obsessive behaviours can take a toll on other aspects of the worker's life. Relationships with family and friends may suffer, and they may struggle to find time for other hobbies or activities through which they can derive meaning.

While obsessive passion is linked to some valued workplace outcomes such as organisational commitment, a tendency to identify with the organisation, and citizenship (helping)

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[24] Vallerand, 2015
[25] Vallerand, 2015
[26] Pollack et al., 2020.

behaviors,[27] research suggests these positive outcomes may come at a cost. Obsessive passion can overspill into a rigid preoccupation with work and contribute to burnout, psychological distress and externally regulated motivation.[28]

Given the more universally positive outcomes associated with harmonious passion, relative to obsessive passion, it appears crucial for managers, HR leaders, and researchers to consider ways in which workplace wellbeing initiatives foster harmonious rather than obsessive passion.

Psychological safety

Psychological safety is a broad concept, often used interchangeably with health and safety laws requiring employers to identity and manage psychosocial hazards.

In this report, psychological safety is the workers' belief that their workplace is conducive to taking interpersonal risks.[29] For example, speaking up, asking for help, and taking initiative without threat or sanction.[30]

Psychologically safe workplaces empower employees to confidently express themselves and foster mutual respect for colleagues.[31]

They are associated with increased wellbeing and resilience, as well as decreased burnout at work.[32]

Workers who feel more psychologically safe are more honest about mistakes.[33] Similarly, workers who reach out to their team members or boss when they are struggling tend to have higher levels of wellbeing than those who reach out to someone outside of their work or do not tell anyone at all.[34]

When there is a lack of psychological safety in the workplace, team conflict and worker stress is more prevalent.[35]

While psychological safety is an individual experience, it is influenced by broader workplace culture. Asking for help or speaking out can carry uncertain interpersonal outcomes and lead to possible failures at work. Psychologically safe workplaces help mitigate these risks and encourage healthy risk-taking and behaviours that encourage learning, innovation and collaboration.

As such, psychological safety can safeguard wellbeing.[36]

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[27] Pollack et al., 2020
[28] Pollack et al., 2020
[29] Edmondson, 1999
[30] Edmondson & Lei, 2014
[31] Edmondson, 1999
[32] Erkutlu & Chafra, 2016; Fransen et al., 2020; The Wellbeing Lab, 2018, 2020
[33] The Wellbeing Lab, 2018
[34] The Wellbeing Lab, 2018
[35] Fransen et al., 2020
[36] Fransen et al., 2020

How are job crafting, passion for work, and psychological safety related?

While job passion, job crafting and psychological safety are interrelated, few studies have examined the relationship between all three in relation to workplace wellbeing.

Job crafting has been found to predict higher levels of passion, which in turn, predicts various employee outcomes, including engagement, problem solving and customer service performance.[37]

A recent study on workers in Australia and China found job crafting predicted higher levels of both harmonious passion and obsessive passion, both of which then predicted increased engagement at work.[38] Notably, obsessive passion also predicted increased burnout, suggesting that obsessive passion can result in both negative and positive outcomes, such that work engagement may increase, but so too does burnout.

Both job crafting and harmonious passion are positively associated with psychological safety, while obsessive passion is negatively associated with psychological safety.[39] When workers feel safe to express themselves, they may be more likely to take the necessary interpersonal risks that come with job crafting.

Workers who experience both psychological safety and a greater sense of autonomy at work are also more likely to experience harmonious passion, potentially because they feel more ownership over their work.[40] In contrast, workers in workplaces that are not conducive to healthy risk-taking and initiative behaviours, are more likely to experience obsessive passion[41] which can lead to burnout.[42]

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[37] Slemp et al., 2020; Teng, 2019; Yadav & Dhar, 2021
38 Slemp et al., 2020
39 Gao & Jiang, 2019; Meng et al., 2021; Plomp et al., 2019
40 Gao & Jiang, 2019
41 Gao & Jiang, 2019
42 Vallerand et al., 2010

Does the type of work matter?

Workers in job roles of higher rank are more likely to be consistently thriving (i.e. 24.5% of owners and 20.9% of C-level/managers) compared to workers of lower rank (i.e. 12.1% of technicians and 10.1% of customer service employees).[43]

A similar pattern was observed in psychological safety research across healthcare and education industries, with employees of higher status experiencing higher levels of psychological safety, compared to employees of lower status.[44]

There are also differences in job crafting behaviours across workers from higher rank and lower rank jobs.[45] While the prevalence and type of job crafting efforts did not differ across employee rank, there were several notable differences between higher rank and lower rank employees:

1. **Perceived challenges** Lower rank employees attributed challenges in job crafting to the limits imposed on them by others in their workplace. Higher rank employees attributed challenges in job crafting to their self-imposed expectations.
2. **Effort to adapt** Lower rank employees exerted more effort in adapting their work environment to craft their jobs, while higher rank employees exerted considerably less adaptive effort. This may be because higher rank employees already had high levels of autonomy and hence had less need to job craft.
3. **Job malleability** Lower rank employees took more opportunities to actively shape their jobs by making intentional efforts to alter other workers' expectations and behaviours. Higher rank employees, despite being in a position of more formal power, experienced more psychological constraints and were more likely to 'settle' with the status quo, rather than proactively change their jobs.

There appears to be different perspectives and experiences of job crafting across employees of differing ranks, however there has been scant quantitative research comparing job crafting, passion, psychological safety and wellbeing across employees from different occupational contexts.

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[43] The Wellbeing Lab, 2020
[44] Edmondson et al., 2016
[45] Berg et al., 2010

The research

Research questions

This research aimed to investigate the relationship between job crafting, passion, psychological safety and employee wellbeing across various roles and industries. The results from this research provided unique insights to inform the future development of workplace wellbeing initiatives across varying occupational and industry context.

This research questions included:

1. How does job crafting relate to passion and wellbeing?
2. How do different forms of passion relate to wellbeing?
3. How does psychological safety relate to adaptive and maladaptive employee outcomes?
4. Do levels of job crafting (including task, cognitive and relational crafting), passion, psychological safety and wellbeing differ across industry?
5. Do managers and non-managers differ in their levels of job crafting, passion, psychological safety and wellbeing?
6. Do men and women differ in their levels of job crafting, passion, psychological safety and wellbeing?

We aim to investigate job crafting, passion for work, psychological safety and wellbeing across workers of different roles in different industries. In doing so, we endeavour to provide insights that can guide the development of employee wellbeing initiatives that are tailored for different occupational contexts.

Method and measures

We approached several organisations in Australia regarding the distribution of the anonymous online survey to their employees. Organisations who agreed to participate in the research sent an email to their employees containing the link to the survey. Hosted on Readiness, the survey first consisted of demographic questions, regarding the participant's industry of employment, job role, and education level. This was followed by measures of job crafting, passion for work, wellbeing and psychological safety. All measures demonstrated good reliability in the current study (α = .71 – .92).

Job crafting

We measured job crafting using the 15-item Job Crafting Questionnaire (JCQ).[46] The JCQ invites respondents to indicate the frequency with which they engage in different types of possible job crafting behaviours, including task crafting (e.g. "introduce new work tasks that better suit your skills or interests"), relational crafting (e.g. "make friends with people at work who have similar skills or interests") and cognitive crafting (e.g. "think about how your job gives your life purpose"). Participants indicate how often they engage in each behaviour on a 6-point scale, from 1 (hardly ever) to 6 (very often). Prior research supports the factorial and convergent validity of the JCQ.[47]

Passion for work

Passion was measured with the Passion Scale[48], which was adapted to the workplace context. There were three subscales: general passion, indicating how passionate workers felt about their jobs (e.g. "I love my job"), which was then narrowed down to harmonious passion (e.g. "My work is in harmony with the other activities in my life") and obsessive passion (e.g. "I have difficulties controlling my urge to do my work") as the remaining two sub-scales. General passion contained 5 items, while harmonious and obsessive passion contained 6 items each. Participants indicate the extent to which they agree with the statements on a 7-point scale, from 1 (do not agree at all) to 7 (totally agree). Prior research supports the validity of the scale[49].

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[46] Slemp & Vella-Brodrick, 2013
[47] Slemp & Vella-Brodrick, 2013
[48] Marsh et al., 2013
[49] Marsh et al., 2013; Vallerand, 2015

Wellbeing

We assessed wellbeing with two measures: the 12-item Scale of Positive and Negative Experiences (SPANE)[50] and the 8-item Flourishing Scale[51], which together tap into hedonic and eudemonic wellbeing. The SPANE measures how often participants have experienced positive affect (e.g. happy, joyful) and negative affect (e.g. sad, afraid) during the past four weeks, using a 5-point scale from 1 (very rarely or never) to 5 (very often or always). The Flourishing Scale measures the extent to which participants believe they are 'flourishing' (e.g. "I lead a purposeful and meaningful life"), using a 7-point scale, from 1 (strongly disagree) to 7 (strongly agree). Both scales have demonstrated excellent internal consistency and validity in previous research.[52]

Psychological safety

We measured psychological safety on the 7-item Team Psychological Safety scale[53], adapted to the organisation-level rather than the team-level. The scale measures the extent to which the respondent feels safe enough to take inter-personal risks in their organisation, containing positively-worded items (e.g. "It is safe to take a risk at this organisation") and negatively-worded items (e.g. "It is difficult to ask other members of this organisation for help"). Participants indicate to what extent they agree with each item, using a 6-point scale from 1 (completely disagree) to 6 (completely agree). Prior research supports the validity of the Team Psychological Safety scale[54].

Analyses

We first generated descriptive statistics for each of the employee strategies and wellbeing, and then conducted correlational analyses on the relationships between them. To compare those who reported high versus low levels of the employee strategies (i.e. job crafting, passion and psychological safety), we split the sample into tertile groups (i.e. low scores, moderate scores, and high scores). Focusing on the low and high scorers, we examined whether there were any significant differences between the two groups. We then examined differences in employee strategies and wellbeing across different industries, managerial roles and genders. We reported p values (probability values), which represents a statistically significant relationship if the value is under .05. For the correlational analyses, we also reported correlation coefficients, denoted by r, which indicate the strength and direction (i.e. positive or negative) of the association between two variables.

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[50] Diener et al., 2010
[51] Diener et al., 2010
[52] Diener et al., 2010
[53] Edmondson, 1999
[54] Edmondson, 1999

Who were the workers?

193 Australian workers, mostly female, completed the online survey. The sample consisted of employees of diverse ages, industries, and education levels.

Gender

Males	**61**	32%
Females	**128**	66%
Unspecified	**4**	2%

Age

18 – 29 years	**21**	11%
30 – 39 years	**50**	26%
40 – 49 years	**45**	23%
50 – 59 years	**52**	27%
60+ years	**25**	13%

Education level

School	**12**	6%
Certificate or Diploma	**46**	24%
Undergraduate	**83**	43%
Postgraduate	**49**	25%
Unspecified	**3**	2%

Managers

Not manager	**89**	46%
Manager	**100**	52%
Unspecified	**4**	2%

Industry

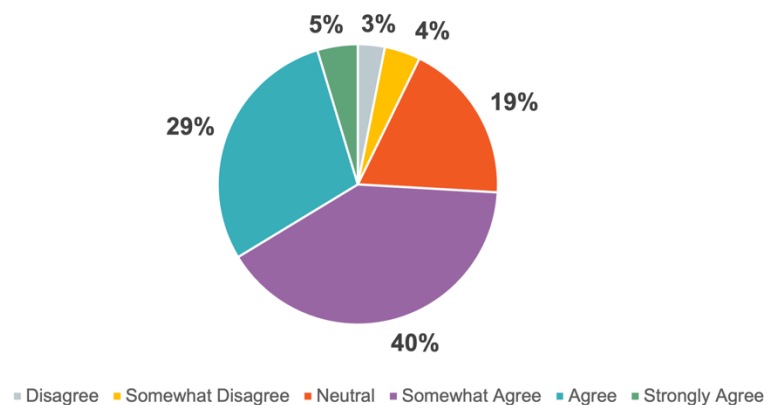| **ADMINISTRATION** Public & Private Administration, Safety & Support Services	**32**	17%
HEALTHCARE Public & Private Healthcare, Social Assistance	**74**	38%
MANUFACTURING Manufacturing of Retail Goods	**34**	18%
TELECOMMUNICATIONS Information Media, Telecommunications, Technical Services	**25**	13%
OTHER Educational & Financial Services, Other	**28**	14%

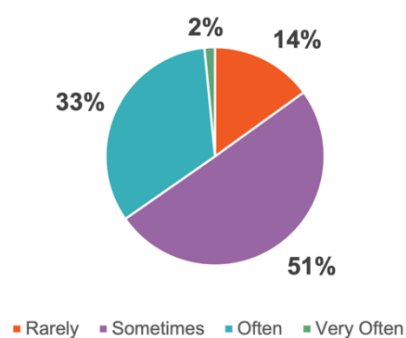# The results

How were the Australian workers faring?

The state of wellbeing

Most workers reported experiencing positive affect sometimes (51%), while 35% reported experiencing positive affect often (or very often). 14% reported rarely experiencing positive affect. Similarly, the majority of workers reported experiencing negative affect rarely or very rarely (77%).
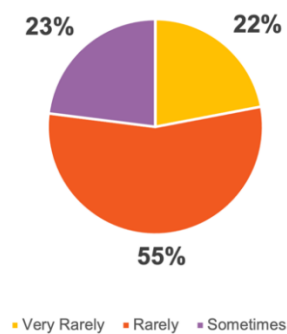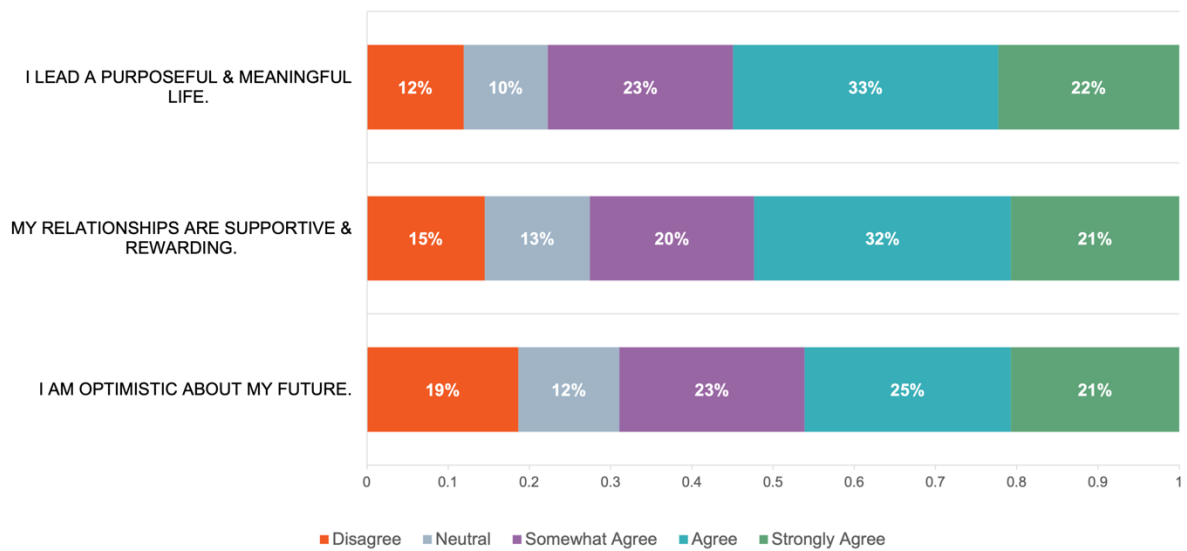
Flourishing

- Disagree ■ Somewhat Disagree ■ Neutral ■ Somewhat Agree ■ Agree ■ Strongly Agree

Positive affect

- Rarely ■ Sometimes ■ Often ■ Very Often

Negative Affect

- Very Rarely ■ Rarely ■ Sometimes

The state of flourishing in Australian workers

Statement	Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
I LEAD A PURPOSEFUL & MEANINGFUL LIFE.	12%	10%	23%	33%	22%
MY RELATIONSHIPS ARE SUPPORTIVE & REWARDING.	15%	13%	20%	32%	21%
I AM OPTIMISTIC ABOUT MY FUTURE.	19%	12%	23%	25%	21%

■ Disagree ■ Neutral ■ Somewhat Agree ■ Agree ■ Strongly Agree
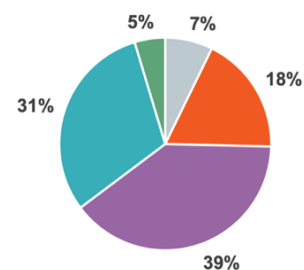
The state of job crafting

Generally, most Australian workers in our survey reported engaging in task, cognitive and relational crafting occasionally or sometimes. While there was a considerable portion of workers who engaged in task (28%), cognitive (36%) and relational crafting (21%) often or very often, there is nevertheless room for improvement in job crafting for the majority of the sample.

Interestingly, a higher percentage of workers engaged in cognitive crafting often or very often, compared to task crafting and relational crafting, the latter being the least frequently adopted type of crafting. Cognitive crafting may be highest because workers perceive that they have more control over how they think about their work relative to what they can do and who they can work with at work.
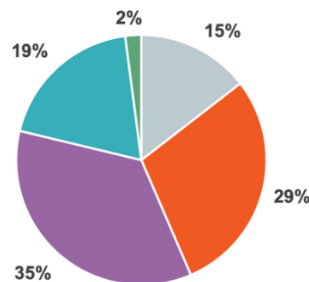
Task crafting

1% 3%
13%
27%
56%

Never or Hardly Ever   Occasionally   Sometimes   Often   Very Often
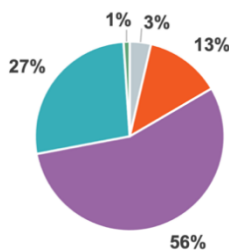
Cognitive conditioning

5% 7%
18%
31%
39%

Never or Hardly Ever   Occasionally   Sometimes   Often   Very Often
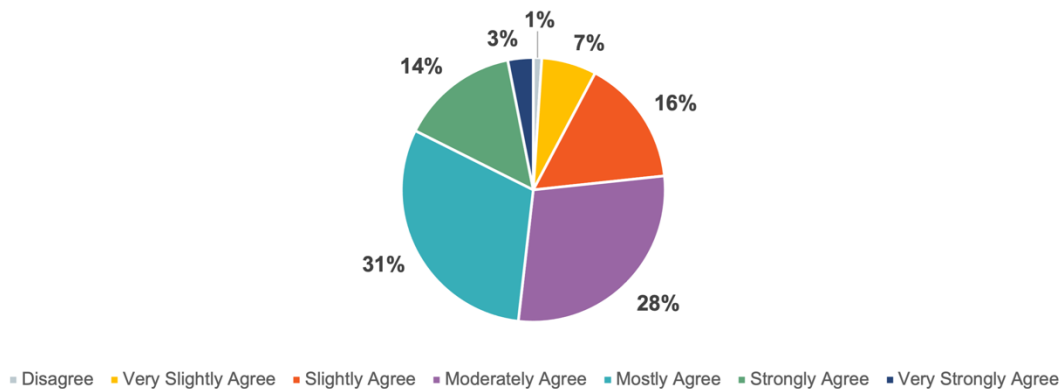
Relational crafting

2% 15%
19%
29%
35%

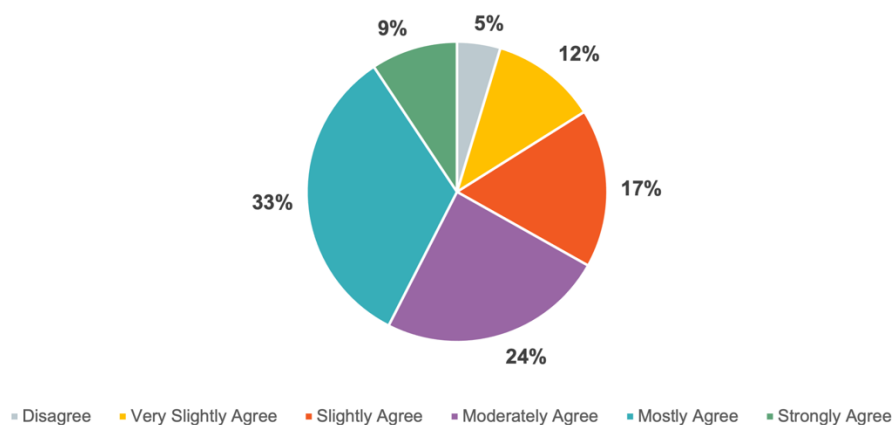Never or Hardly Ever   Occasionally   Sometimes   Often   Very Often

The state of passion for work

48% of workers mostly or strongly agreed to feeling passionate about their jobs, with 23% slightly agreeing and none disagreeing. Similarly, 42% of workers mostly or strongly agreed to feeling harmoniously passionate about their jobs, with 29% slightly agreeing and 5% disagreeing. Workers typically reported low levels of obsessive passion, with 39% disagreeing and 54% slightly agreeing to feeling obsessively passionate about their jobs.

General passion

1%
3%
7%
14%
16%
31%
28%

- Disagree
- Very Slightly Agree
- Slightly Agree
- Moderately Agree
- Mostly Agree
- Strongly Agree
- Very Strongly Agree

Harmonious passion

9%
5%
12%
33%
17%
24%

- Disagree
- Very Slightly Agree
- Slightly Agree
- Moderately Agree
- Mostly Agree
- Strongly Agree

Obsessive passion

6%   1%

19%

39%

35%

■ Disagree ■ Very Slightly Agree ■ Slightly Agree ■ Moderately Agree ■ Mostly Agree
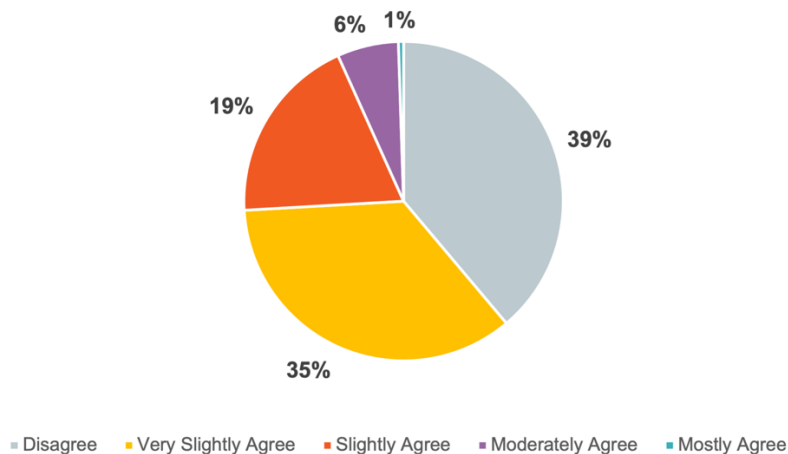
The state of psychological safety

Australian workers reported mixed levels of psychological safety in their organisations. 35% reported feeling psychologically safe, while 41% neither agreed nor disagreed to feeling pychologically safe and 24% did not feel psychologically safe in their organisations. Considering the majority (65%) did not agree to experiencing psychological safety, it may be important for Australian employers to consider how they can increase their employees' sense of psychological safety at work, particularly if they want to promte job crafting among employees.
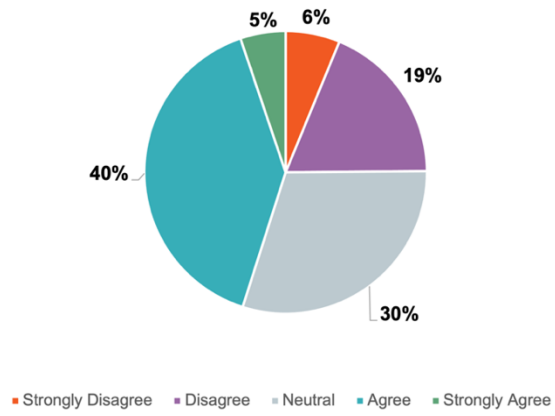
Psychological safety

1%   7%

34%

17%

41%

■ Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree
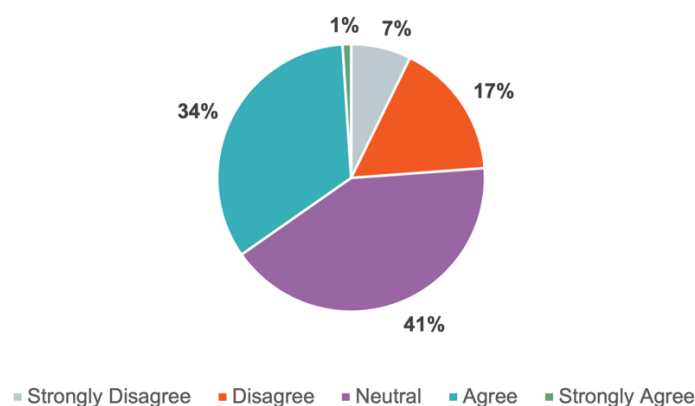
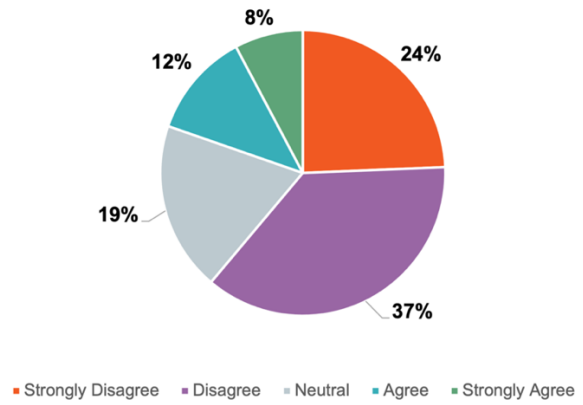45% of the workers reported feeling it was safe to take risks in their organisation and 61% didn't find it difficult to ask other members of their organisation for help. There was a considerable portion of workers who indicated feeling psychologically unsafe, with 25% of workers feeling like their organisation was not a safe place to take risks and 20% finding it difficult to ask other members of their organisation for help.

"It is safe to take a risk at this organisation."

5% 6%
19%
40%
30%

- Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree

"It is difficult to ask other members of this organisation for help"

8% 24%
12%
19%
37%

- Strongly Disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly Agree

Exploring employee wellbeing

Q1: How does job crafting relate to wellbeing and passion?

Job crafting and wellbeing

Job crafting was significantly associated with increased flourishing (r = .49, p = <.01), positive affect (r = .43, p = <.01) and decreased negative affect (r = -.27, p = <.01), consistent with prior research.[55] The same relationships were observed for task, relational and cognitive crafting across all wellbeing dimensions.

Workers who reported the highest levels of job crafting experienced increased flourishing (p = <.01), positive affect (p = <.01) and decreased negative affect (p = <.01), compared to workers who reported the lowest levels of job crafting.

The same relationships were observed across cognitive and relational crafting for all dimensions of wellbeing. Interestingly, while workers high in task crafting reported higher levels of flourishing compared to workers low in task crafting (p = .02), there were no significant differences between high and low task crafters when it came to positive affect (p = .11) and negative affect (p = .57).

Job crafting and wellbeing

* indicates significant difference (p = <.05)

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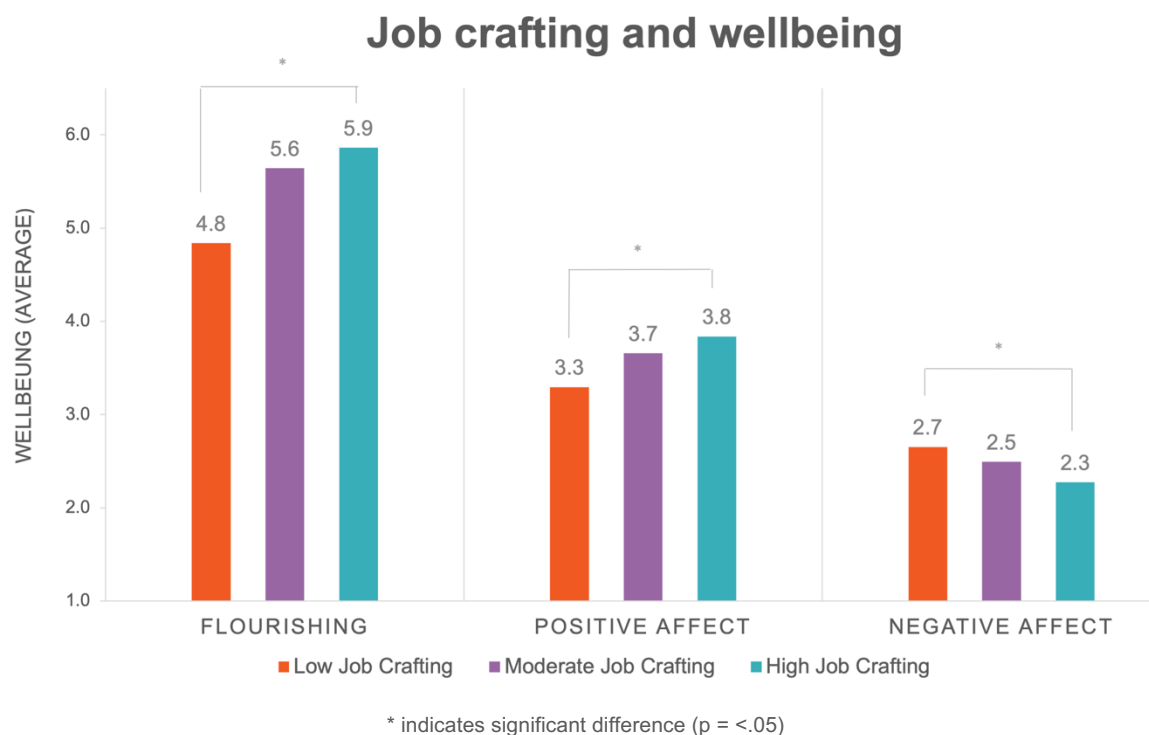
[55] Lichtenthaler & Fischbach, 2018; Rudolph et al., 2017

Job crafting and passion

Consistent with prior research[56], job crafting was significantly associated with increased levels of harmonious passion ($r = .66$, $p = <.01$), general passion ($r = .60$, $p = <.01$) and to a lesser extent, obsessive passion ($r = .34$, $p = <.01$).

Workers who reported the highest levels of job crafting experienced increased general passion ($p = <.01$), harmonious passion ($p = <.01$) and obsessive passion ($p = <.01$), compared to workers who reported the lowest levels of job crafting.

Impact of job crafting on passion

* indicates significant difference ($p = <.05$)
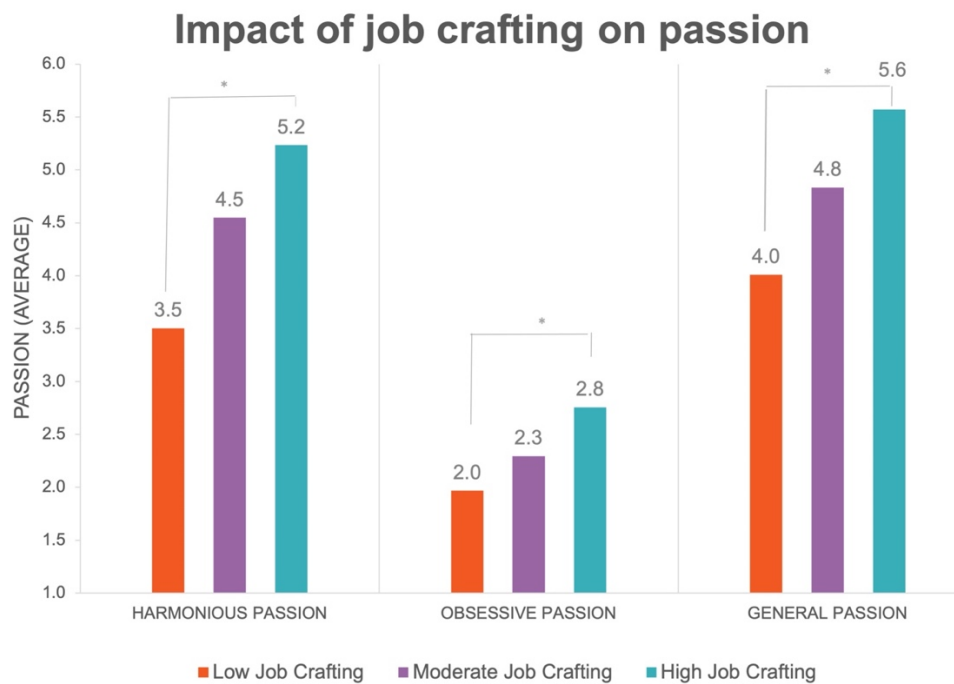
This is consistent with the premise that job crafting can enable the internalisation of both harmonious and obsessive passions into one's work identity.[57] For example, it is possible that some employees use job crafting to optimize their workload and the pressures they experience (e.g. by seeking to work on tasks that fit with their inner strengths and abilities), allowing them to create a better fit between their job and life more broadly, thereby fostering harmonious passion. On the other hand, it is also possible that job crafting is underpinned by ego-contingent motivations, such as a drive to out-perform peers, which could lead to obsessive passion.

In this way, the data is consistent with the premise that job crafting can be used for both adaptive and less adaptive purposes, given obsessive passion is also predictive of burnout.[58]. Therefore, it may be important to place the right support and guidance around employees to ensure their job crafting is used to enhance harmonious rather than obsessive passion. This might involve, for example, encouraging them and providing support for their ability to establish boundaries between work and home life.

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[56] Slemp et al., 2020
[57] Slemp et al., 2020
[58] Vallerand et al., 2010

Q2: How does passion relate to wellbeing?

Consistent with previous research[59] general passion was significantly associated with increased flourishing (r = .43, p = <.01), and positive affect (r = .31, p = <.01), as well as decreased negative affect (r = -.29, p = <.01). Harmonious passion was even more strongly associated with increased flourishing (r = .54, p = <.01), and positive affect (r = .50, p = <.01), as well as decreased negative affect (r = -.52, p = <.01)

The most passionate workers (in a general sense) reported significantly higher levels of flourishing (p = <.01) and positive affect (p = <.01) and lower levels of negative affect (p = <.01), compared to the least passionate workers in the sample.

General passion on wellbeing

* indicates significant difference (p = <.05)
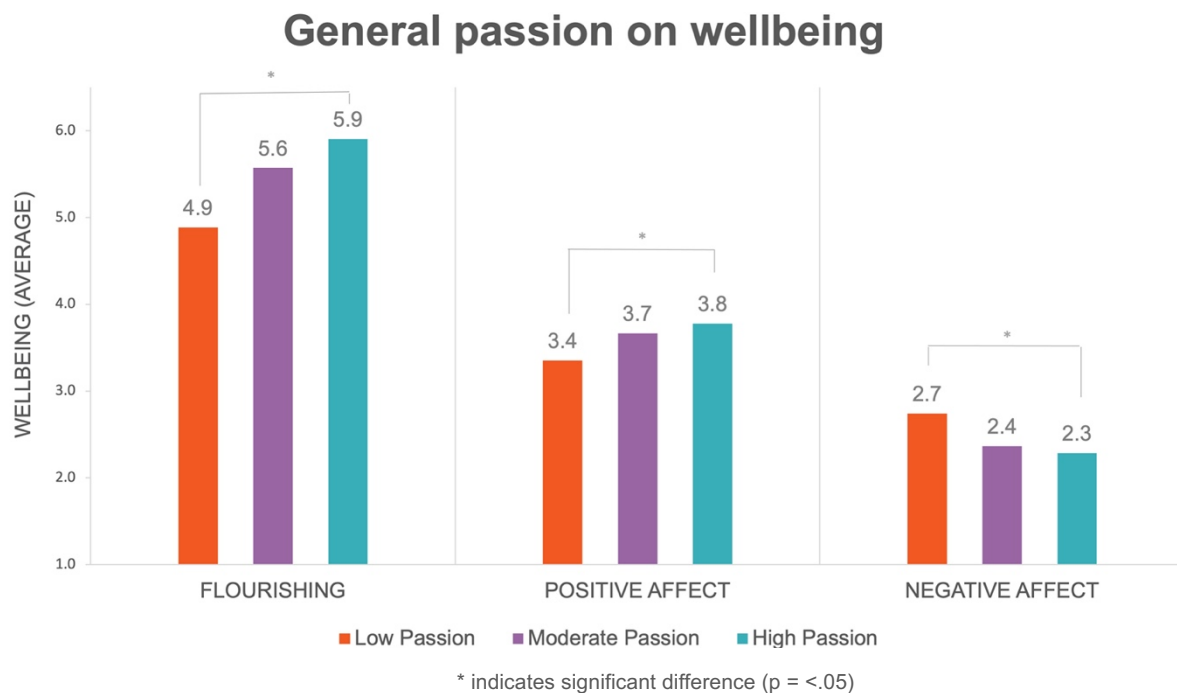
Similarly, the most harmoniously passionate workers reported significantly higher levels of flourishing (p = <.01,) and positive affect (p = <.01) and lower levels of negative affect (p = <.01), compared to the least harmoniously passionate workers.

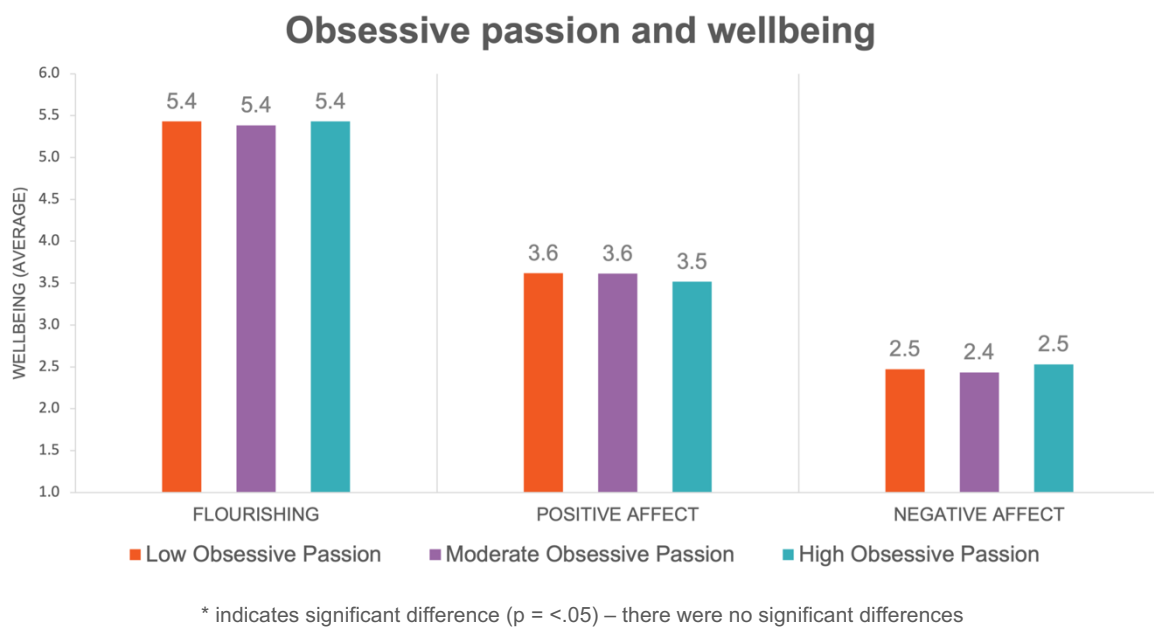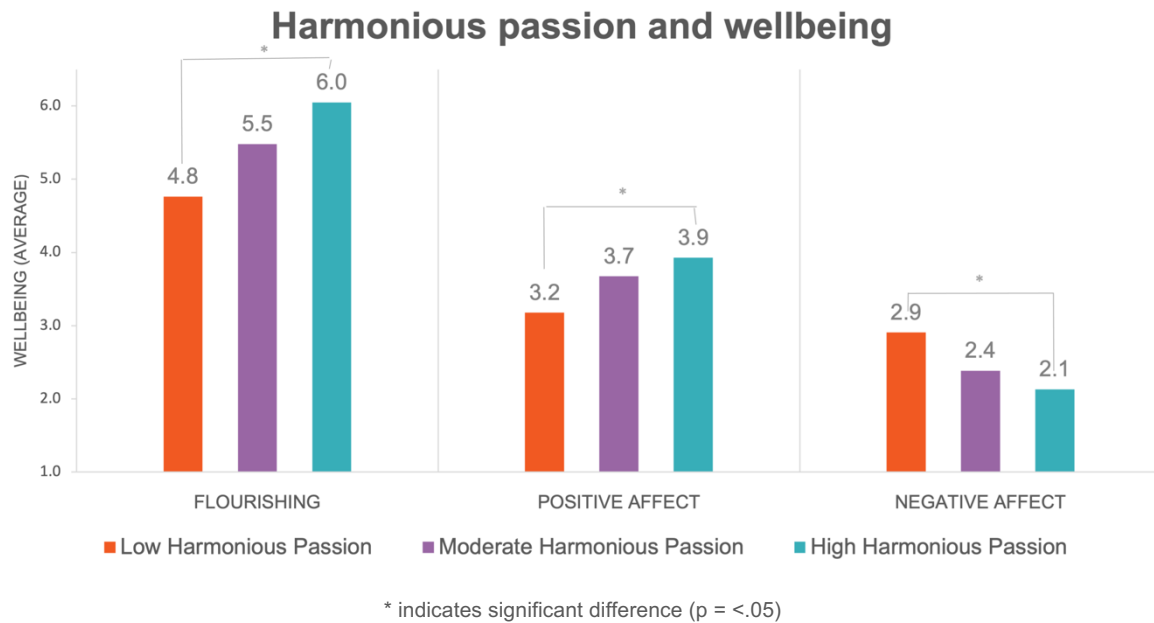Obsessive passion was not significantly related to flourishing (r = -.01, p = .84), positive affect (r = -.07, p = .30) or negative affect (r = .04, p = .54). Previous meta-analyses have reported mixed findings regarding obsessive passion. Notably, obsessive passion significantly correlates with increased positive affect and increased negative affect, while it does not significantly correlate with engagement.[60]

Although conventional wisdom implies that obsessive passion is always bad, the relationship between obsessive passion and various dimensions of wellbeing may be more complicated than initially theorized. Moderate levels of obsessive passion may even be helpful in some circumstances as it can provide a point of focus and meaning. It is likely that obsessive passion becomes more of a problem when it is the dominant motive for employees to work, which

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[59] Pollack et al., 2020
[60] Pollack et al., 2020

could lead to burnout. This is consistent with prior literature, which suggests that obsessive passion tends to yield negative outcomes when it leads to conflict between work and life generally.[61]

Harmonious passion and wellbeing

* indicates significant difference (p = <.05)

Obsessive passion and wellbeing

* indicates significant difference (p = <.05) – there were no significant differences

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[61] Vallerand et al., 2010

Q3: How does psychological safety relate to adaptive and maladaptive employee outcomes?

Adaptive outcomes

Psychological safety is significantly associated with increased adaptive employee outcomes, including job crafting (r = .29, p = <.01), harmonious passion (r = .50, p = <.01), general passion (r = .33, p = <.01), flourishing (r = .36, p = <.01) and positive affect (r = .37, p = <.01), in line with prior research.[62]

Workers who reported the highest levels of psychological safety experienced significantly higher levels of job crafting (p = <.01), harmonious passion (p = <.01), general passion (p = <.01) flourishing (p = <.01) and positive affect (p = <.01), compared to workers who reported low levels of psychological safety. Interestingly, workers with moderate levels of psychological safety reported significantly higher levels of job crafting (p = <.01), harmonious passion (p = <.01) flourishing (p = <.01), positive affect (p = <.01) and lower negative affect (p = <.01) than workers with low levels of psychological safety. It may be that low levels of psychological safety are particularly detrimental to adaptive employee outcomes.

Psychological safety and adaptive employee outcomes

* indicates significant difference (p = <.05)

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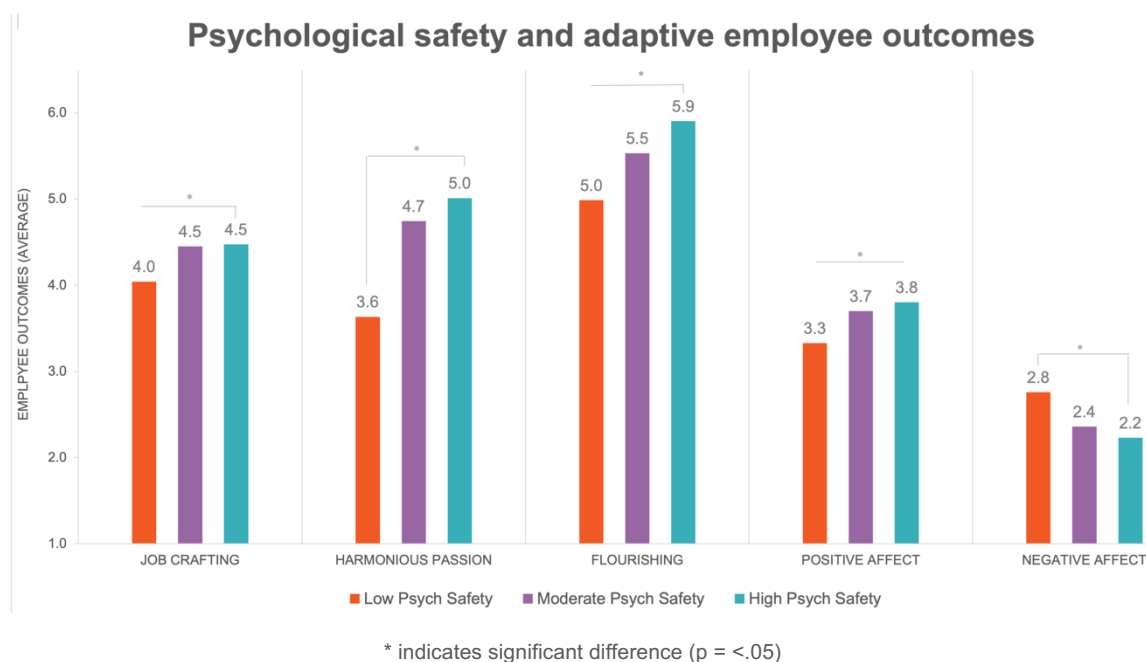
[62] Fransen et al., 2020; Gao & Jiang, 2019; Plomp et al., 2019

Maladaptive outcomes

Psychological safety was negatively associated with negative affect (r = -.39, p = <.01), consistent with prior research.[63] Workers who reported the lowest levels of psychological safety reported significantly higher levels of negative affect (p = <.01).

There was no significant association between psychological safety and obsessive passion (r = .08, p = .28). Notably, workers with the lowest levels of psychological safety reported slightly lower levels of obsessive passion than those with the highest levels (p = .63), and moderate levels (p = .14), although these differences were not significant. This is contrary to one study, which found psychological safety to be significantly associated with reduced obsessive passion.[64] However, it is important to note that very few studies have investigated obsessive passion and psychological safety.

More research needs to investigate the different factors that lead obsessive passion towards tipping into a maladaptive state, and whether low levels of psychological safety play a role in this.

Psychological safety and maladaptive employee outcomes

* indicates significant difference (p = <.05)
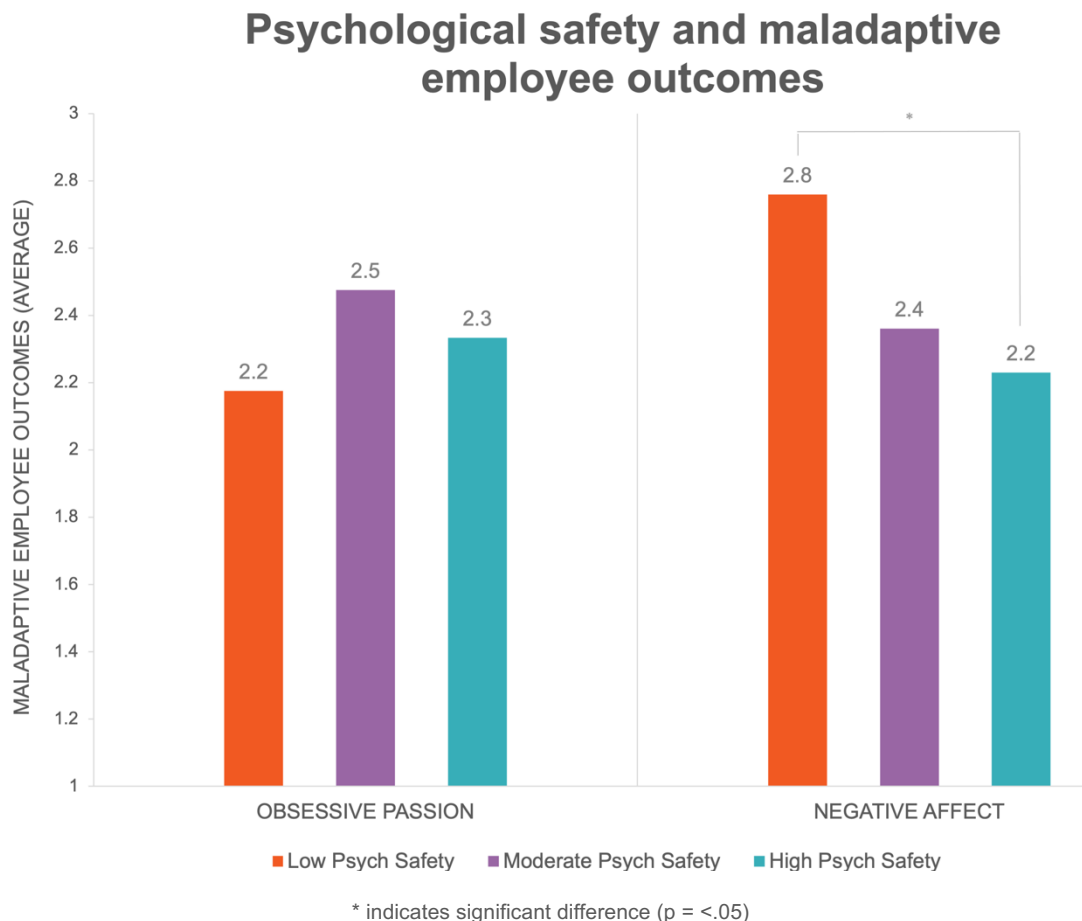
[63] Fransen et al., 2020
[64] Gao & Jiang, 2019

Key Learnings

- Job crafting, harmonious passion and general passion are positively related to all forms of wellbeing that were examined in this study. Job crafting and passion may enable adaptive consequences, depending on the way it is used. Employers should consider how they can foster elevated levels of job crafting and passion to move their workers towards higher levels of wellbeing.

- Obsessive passion may not always be maladaptive, although it is less helpful than harmonious passion, which is universally positive. Employees and employers should closely observe the nature of passion underpinning the job and remain aware of when obsessive passion may tip into a maladaptive state.

- Psychological safety was related to increased adaptive employee outcomes (e.g. job crafting, harmonious passion, and wellbeing) and decreased negative affect. Employers should consider how they can facilitate a psychologically safe workplace, which may also encourage employees to craft their jobs towards their strengths, values, and passions.

Occupational comparisons

A snapshot
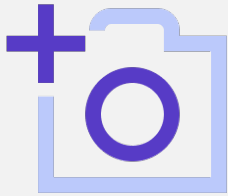
Older workers are:

- **Cognitively crafting more** than younger employees. Cognitive crafting significantly increased with age, while task and relational crafting was not significantly related to age.

- **More passionate** about their jobs. Harmonious passion and general passion significantly increased with age, whereas obsessive passion was not significantly related to age.

- **Happier.** Flourishing and positive affect significantly increased with age, while negative affect decreased with age.

Highly educated workers are:

- **Task crafting more frequently** than less educated workers. Task crafting significantly increased as years of formal education increased.

- **More passionate** about their jobs... in an obsessive way. Obsessive passion and general passion significantly increased as education level increased.

Workers in healthcare and telecommunications are:

- **Job crafting more frequently** than workers from other occupations. Healthcare and telecommunications employees reported the highest levels of task, relational and cognitive crafting.

- **The most passionate workers.** They reported the highest levels of general, harmonious, and obsessive passion.

Managers are:

- Job crafting more frequently than non-managers.

- **More passionate** about their jobs than non-managers, both in harmonious and obsessive passion.

- Experiencing fewer negative feelings than non-managers.

Female workers are:

- Higher cognitive and relational crafters than men.

- **More harmoniously passionate** about their jobs. General passion between men and women did not differ.

Comparing industries

Q4: How does job crafting (including task, cognitive and relational crafting), passion, psychological safety and wellbeing differ across industry?

Job crafting

Employees in healthcare and telecommunications typically engage in job crafting behaviours more frequently than employees in manufacturing and administration.

- **Task crafting:** Telecommunications employees reported the highest levels of task crafting. They engaged in task crafting behaviours significantly more frequently than manufacturing employees, who reported the lowest levels of task crafting (p = .02,).

- **Cognitive crafting:** Workers in healthcare reported the highest levels of cognitive crafting, significantly higher than employees in telecommunications (p = .03) and manufacturing (p = <.01).

- **Relational crafting:** Workers who reported engaging in relational crafting behaviours were similar across industry. There are no significant differences in relational crafting between any of the industries.

- **Total job crafting:** Overall, healthcare workers reported the highest levels of job crafting, significantly higher than employees from manufacturing (p = <.01).

Job crafting by industry

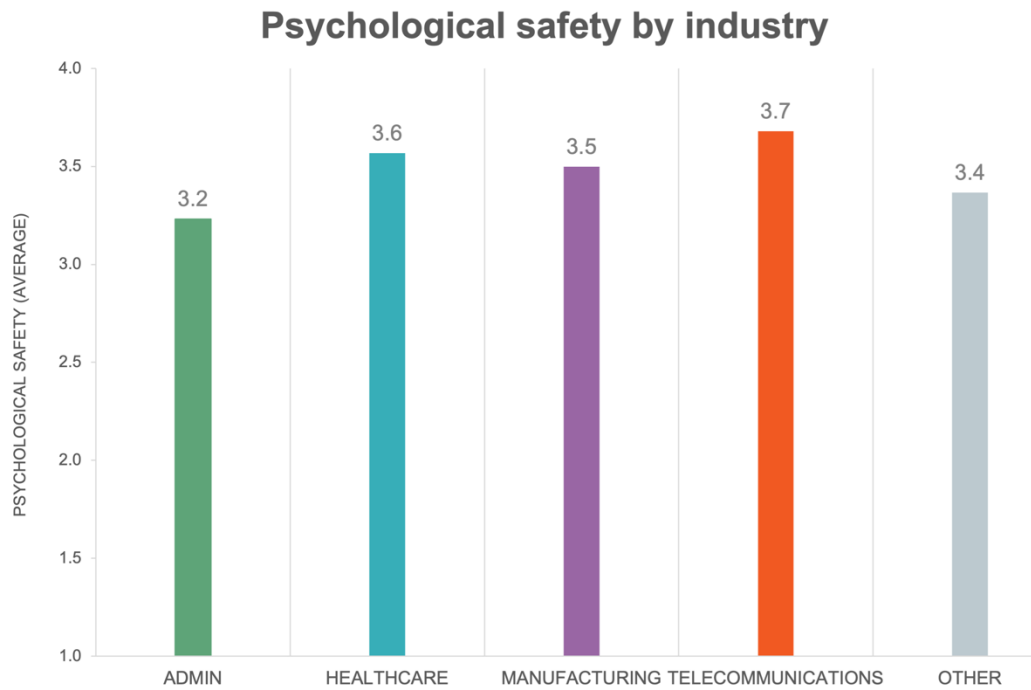* indicates significant difference (p = <.05)
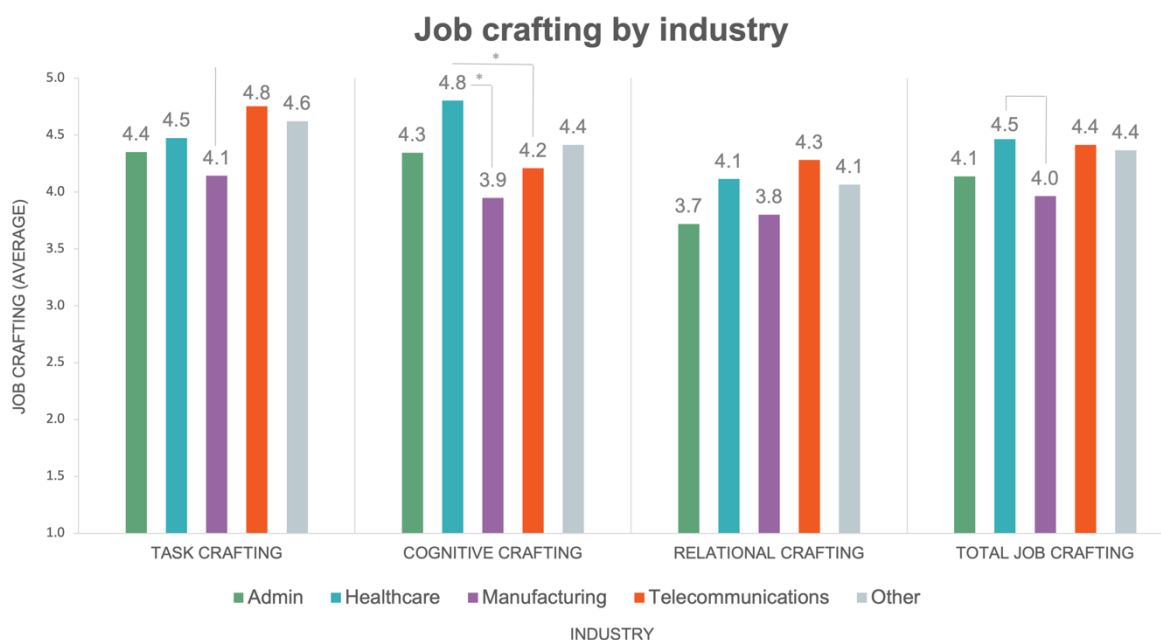
Passion

Similar to job crafting, employees in healthcare and telecommunications reported higher levels of all forms of passion than employees from manufacturing and administration.

- **Harmonious passion:** Healthcare and telecommunications workers reported the highest levels of harmonious passion. Notably, healthcare workers reported experiencing significantly higher harmonious passion than manufacturing workers ($p = .03$).

- **Obsessive passion:** While there were no significant differences in obsessive passion across industry, employees in administration and manufacturing tended to report less obsessive passion than employees from other industries.

- **General passion:** Healthcare workers reported significantly higher levels of passion than workers in administration ($p = <.01$) and manufacturing ($p = .02$).

Passion by industry

* indicates significant difference ($p = <.05$)
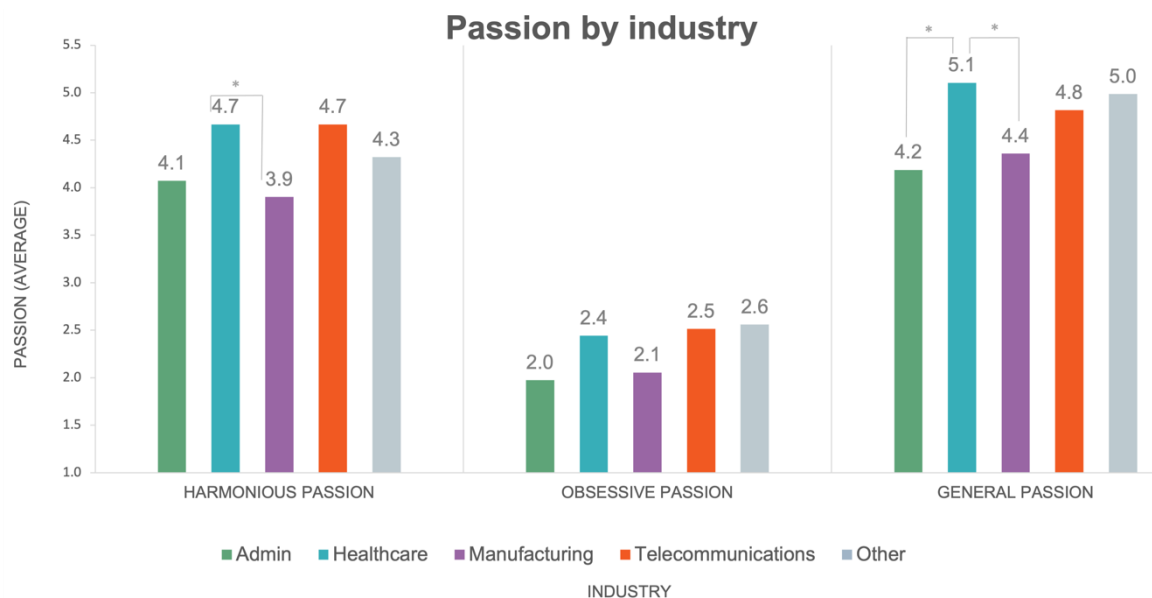
Psychological safety

Employees across all industries reported relatively similar levels of psychological safety, with no significant differences between any of the industries.

Psychological safety by industry

* indicates significant difference (p = <.05) – there were no significant differences

Wellbeing

Employees across all industries reported relatively similar levels of wellbeing. There were no significant differences in flourishing, positive affect, or negative affect across industry. Prior research[65] has also found no differences in employee wellbeing across IT, banking, construction, and media industries.

Wellbeing by industry

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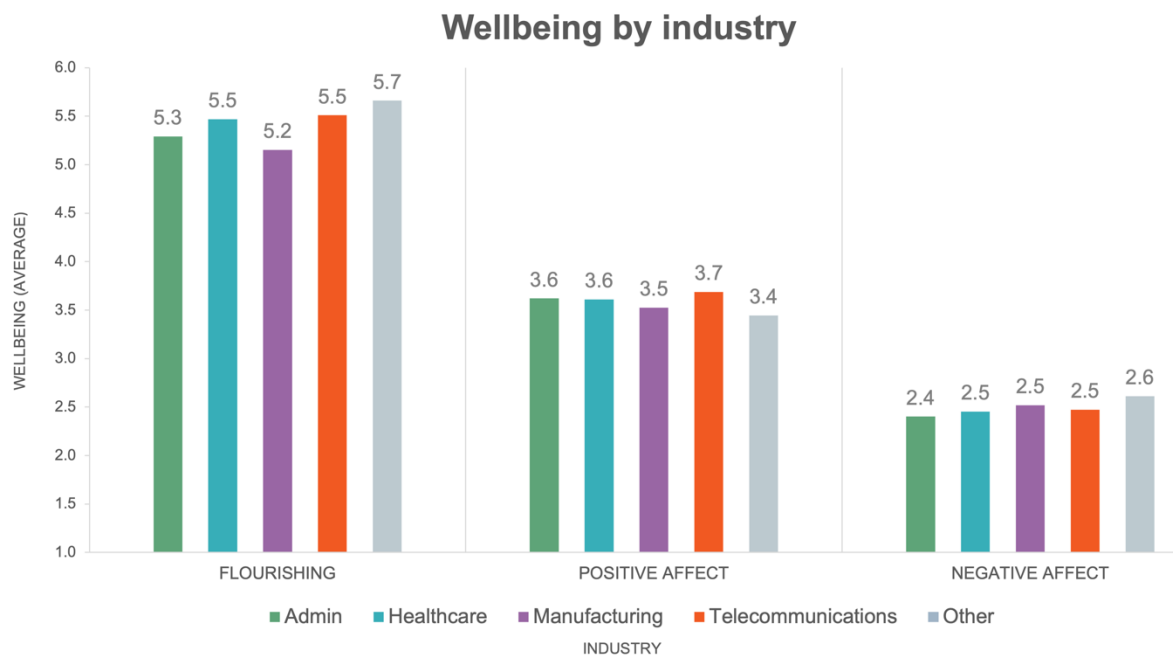
[65] Walia & Nishtha, 2018

* indicates significant difference (p = <.05) – there were no significant differences

Key messages for industries

- Workers from healthcare and telecommunications engaged in job crafting behaviours more frequently, and were more passionate about their work, than employees in other industries.

- Manufacturing workers show the lowest levels of job crafting and passion across industry. With generally more prescriptive tasks compared to the likes of telecommunication industries, it is possible that manufacturing workers have less autonomy to enact job crafting, which affects how passionate they are about their jobs. Future interventions should consider tailored job crafting approaches to help manufacturing workers increase their passion and engagement at work.

- As expected, the industries with the highest levels of job crafting also had the highest levels of passion, both harmonious and obsessive. It is important to consider how job crafting can be used in industry-specific settings to facilitate harmonious passion.

- There were no differences in wellbeing across industry. The measure of wellbeing used in the current study, which provided an assessment of hedonic and eudemonic wellbeing, related to life more generally. While it is possible that a workplace wellbeing measure may have been more sensitive to effects from the work-specific variables of job crafting and passion, prior research[1] that has used work-specific measures of wellbeing have similarly found no significant differences across industry. It may be that other occupational factors, like organisational culture, may impact wellbeing more than industry.

Comparing managers and non-managers

Q5: Do managers and non-managers differ in their levels of job crafting, passion, psychological safety and wellbeing?

Job crafting

Employees in managerial roles job craft more than employees in non-managerial roles, consistent with prior research comparing high rank versus low rank workers (Berg et al., 2020). Notably, managers engaged in task crafting (p = <.01), relational crafting (p = <.01) and total job crafting (p = <.01) significantly more frequently than non-managers. Cognitive crafting did not significantly differ between managers and non-managers (p = .10).

Job crafting in managers and non-managers
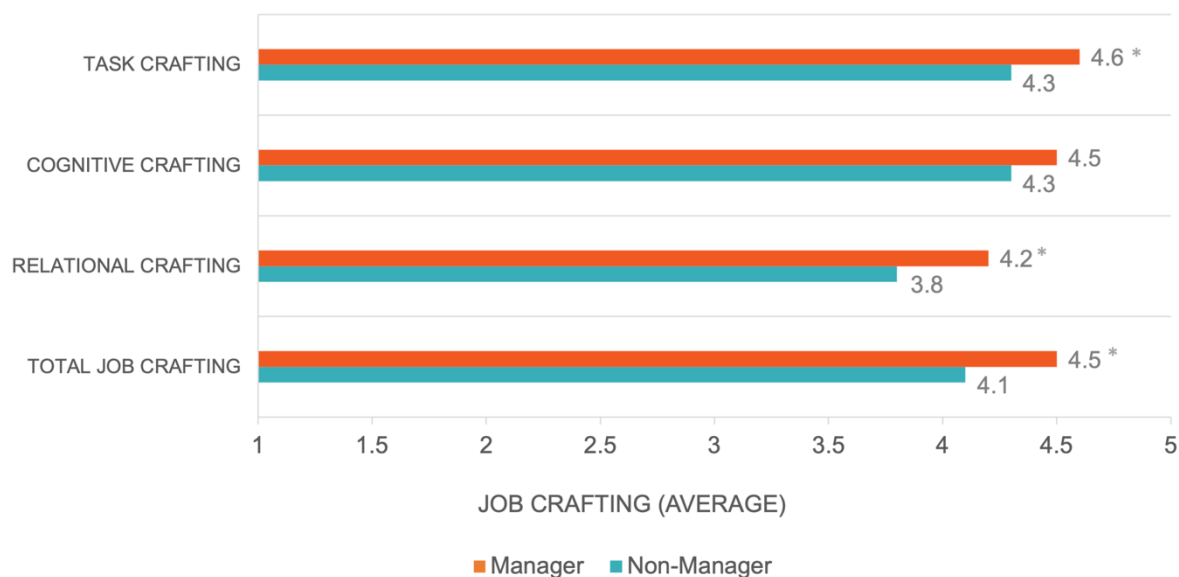
* indicates significant difference (p = <.05)

Passion

Employees in managerial roles were significantly more passionate about their jobs than employees in non-managerial roles (p = <.01), consistent with prior research showing supervisors tend to have higher mean levels of passion than subordinates.[66] Managers also reported significantly higher levels of both harmonious passion (p = .04) and obsessive passion (p = <.01) than non-managers.

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[66] Butt et al., 2019; Jachimowicz et al., 2020

Wellbeing in managers and non-managers
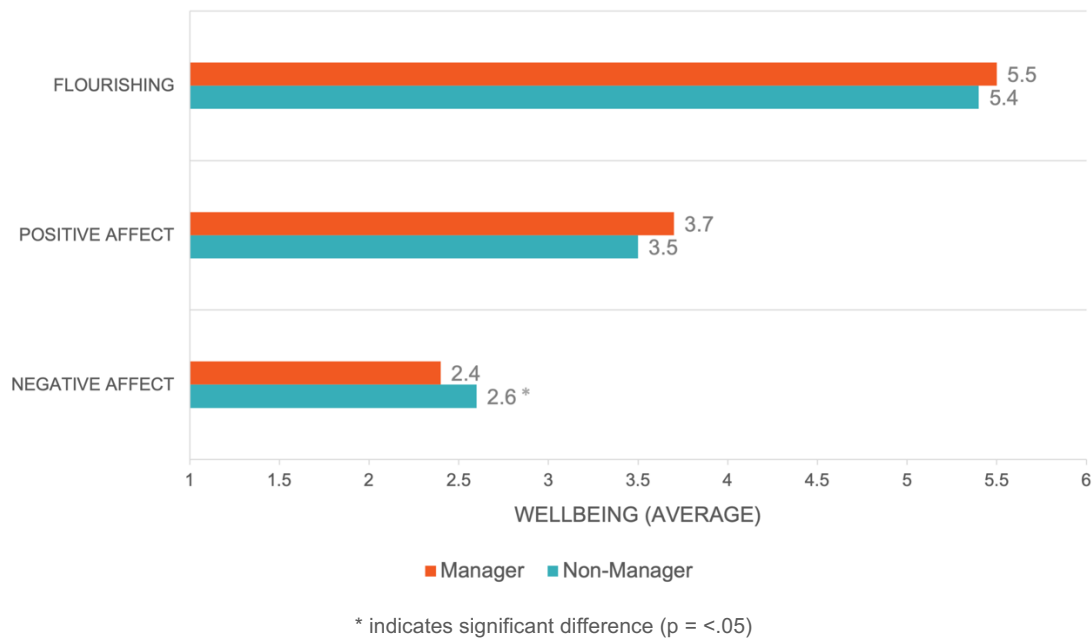
* indicates significant difference (p = <.05)

Psychological safety

There were no significant differences in psychological safety between managers and non-managers (p = .25). While prior research has shown workers in higher-status occupations tend to experience more psychological safety than workers of lower occupational status[67], it is important to note that psychological safety is a phenomenon that emerges from the organisational culture and hence, these higher systems-level factors may be more influential than job-level.

Psychological safety in managers and non-managers

* indicates significant difference (p = <.05) – there were no significant differences
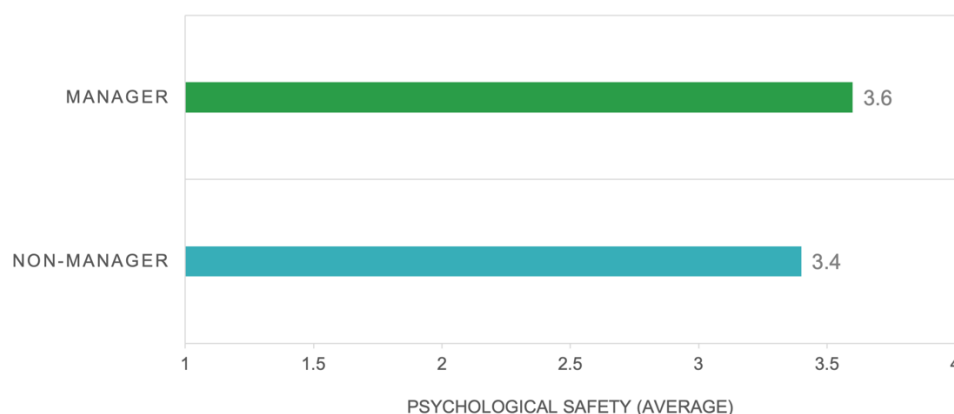
[67] Edmondson et al., 2016

Wellbeing

There were no significant differences in flourishing (p = .58) and positive affect (p = .14) across managers and non-managers, however, non-managers were significantly more likely to experience negative affect than managers (p = .02).

Wellbeing in managers and non-managers
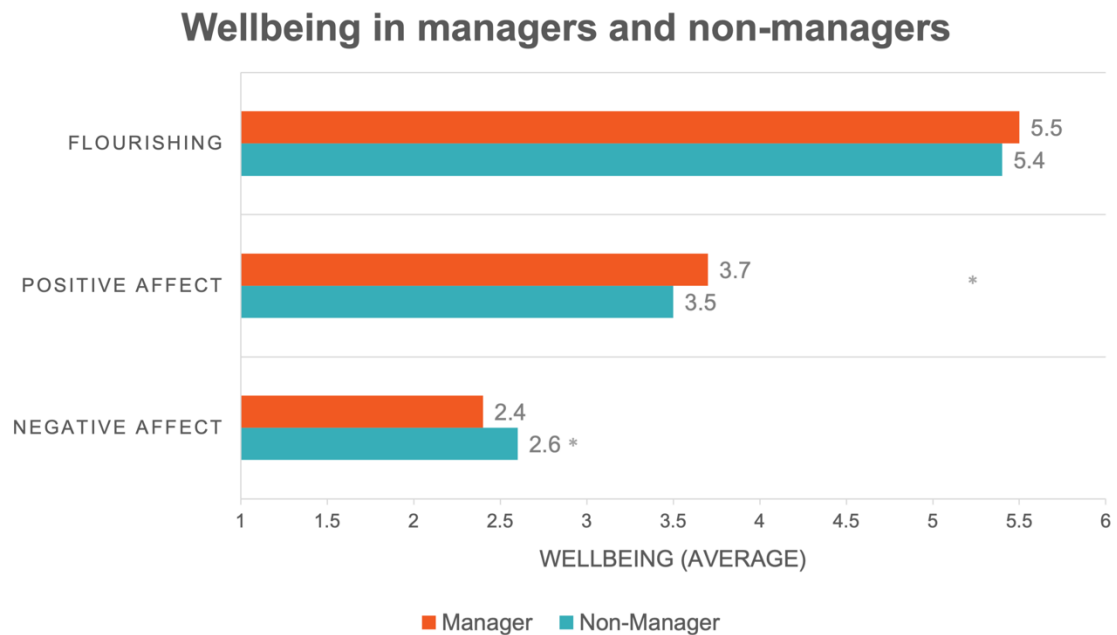
* indicates significant difference (p = <.05)

Key messages for managers and non-managers

- Managers show significantly higher levels of job crafting and passion than non-managers. With more autonomy and more responsibility in their roles, managers may be more likely to actively shape their relationships with their co-workers and their tasks at work.

- Higher levels of job crafting and harmonious passion are also associated with higher levels of obsessive passion for managers. Thus, compared to non-managers, managers may be more invested in their role to the point where their work identity may overpower other areas of their lives.

- While managers and non-managers typically reported similar levels of psychological safety and wellbeing, non-managers were significantly more likely to experience negative affect than managers, perhaps because they had less autonomy in their roles.

- Future workplace wellbeing interventions should consider how to tailor job crafting to meet the needs of non-managers and managers. For non-managers, job crafting strategies could be used to bolster their sense of autonomy and competence in their role. While for managers, such strategies should consider how to use job crafting and harmonious passion to safeguard against obsessive passion.

Comparing men and women

Q6: Do men and women differ in their levels of job crafting, passion, psychological safety and wellbeing?

Job crafting

Women engaged in relational crafting (p = .02), cognitive crafting (p = .01) and total job crafting (p = .01) significantly more frequently than men. This is in line with prior research, demonstrating women tend to take more initiative in crafting positive relationships and personal meaning at work.[68] There are no significant differences in task crafting between women and men (p = .37), consistent with prior research.[69] Men reported engaging in task crafting more frequently than cognitive and relational crafting. They may be more inclined to shape the tasks they encounter at work, rather than their work relationships.

Job crafting by gender

	Women	Men
TASK CRAFTING	4.5	4.4
COGNITIVE CRAFTING	4.6 *	4.2
RELATIONAL CRAFTING	4.2*	3.8
TOTAL JOB CRAFTING	4.4	4.1

JOB CRAFTING (AVERAGE)

■ Women ■ Men

* indicates significant difference (p = <.05)
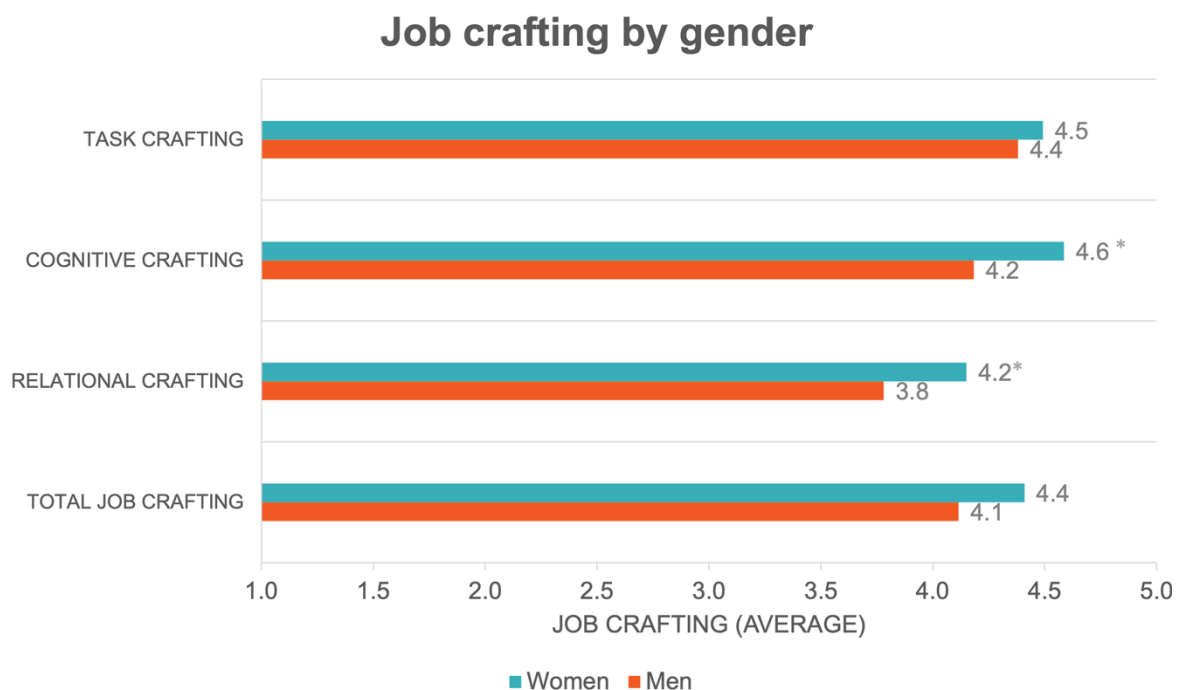
Passion

Women reported significantly higher levels of harmonious passion than men (p = .02). However, it is worth noting that previous research has found no significant differences in harmonious passion between men and women.[70] Similarly, there were no significant differences

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[68] Slemp et al., 2015; Slemp & Vella-Brodrick et al., 2014
[69] Slemp et al., 2015; Slemp & Vella-Brodrick et al., 2014
[70] Slemp et al., 2020; Vallerand, 2010

between women and men when it came to obsessive passion (p = .42) and general passion (p = .08), consistent with prior research.[71]
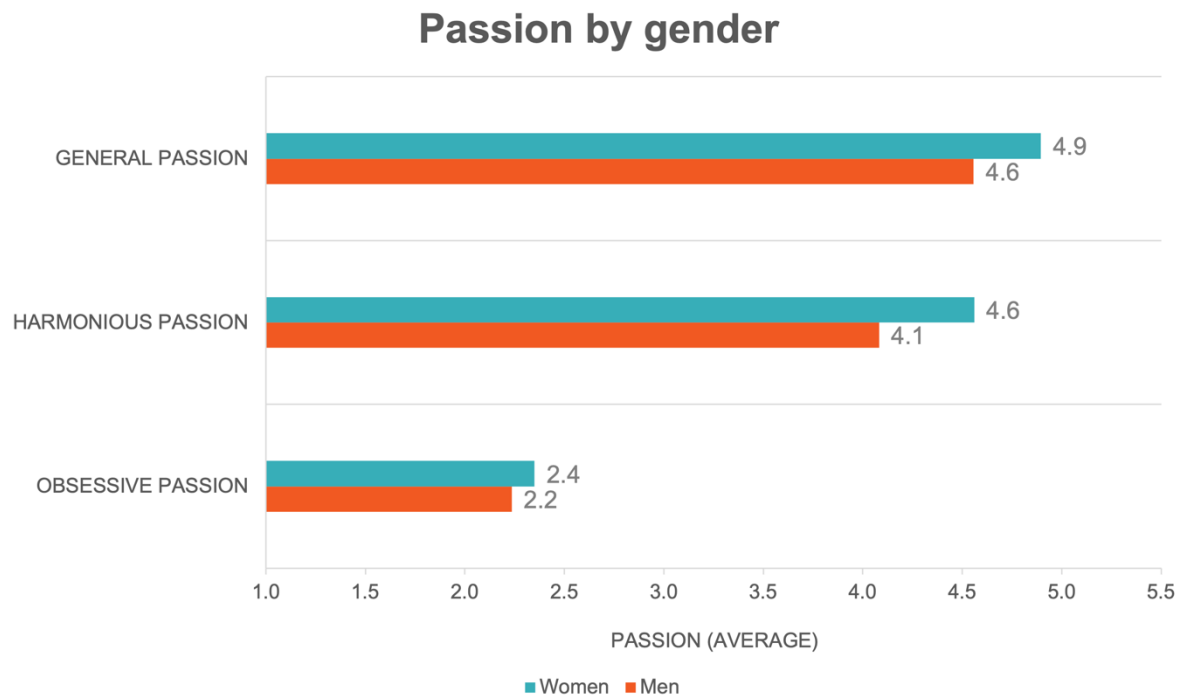
Passion by gender

* indicates significant difference (p = <.05)

Psychological safety

There were no significant differences in psychological safety between men and women (p = .33), consistent with prior research.[72] Again, this highlights how psychological safety is a cultural phenomenon in workplaces. For example, in organisations where criticism and rejection are commonplace, men and women may be just as likely to experience low levels of psychological safety.

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[71] Slemp et al., 2020; Vallerand, 2010
[72] Carmeli et al., 2009; Nembhard & Edmondson, 2006

Psychological safety by gender

WOMEN   3.5

MEN   3.4

PSYCHOLOGICAL SAFETY (AVERAGE)
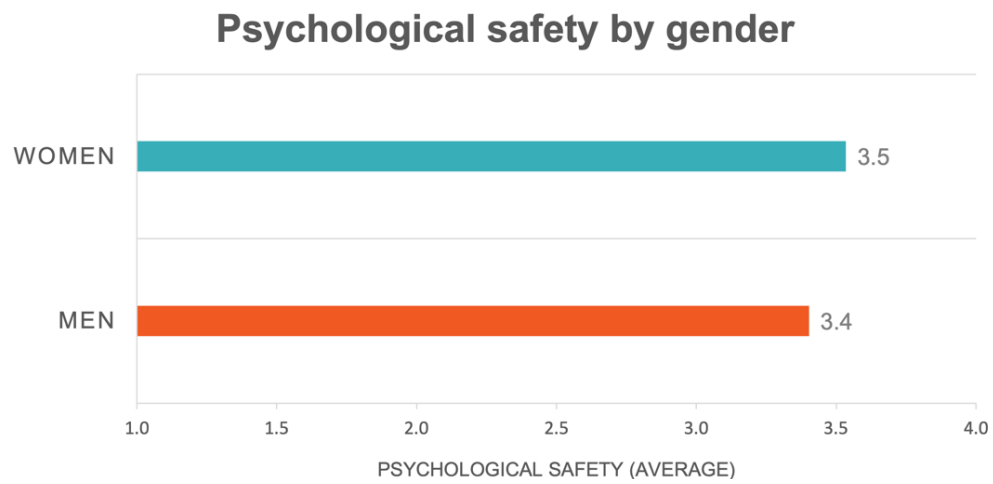
* indicates significant difference (p = <.05) – there were no significant differences

Wellbeing

There were no significant differences between men and women across all wellbeing dimensions: positive affect (p = .62) negative affect (p = .68), and flourishing (p = .05), although the latter bordered on significance.

Wellbeing by gender

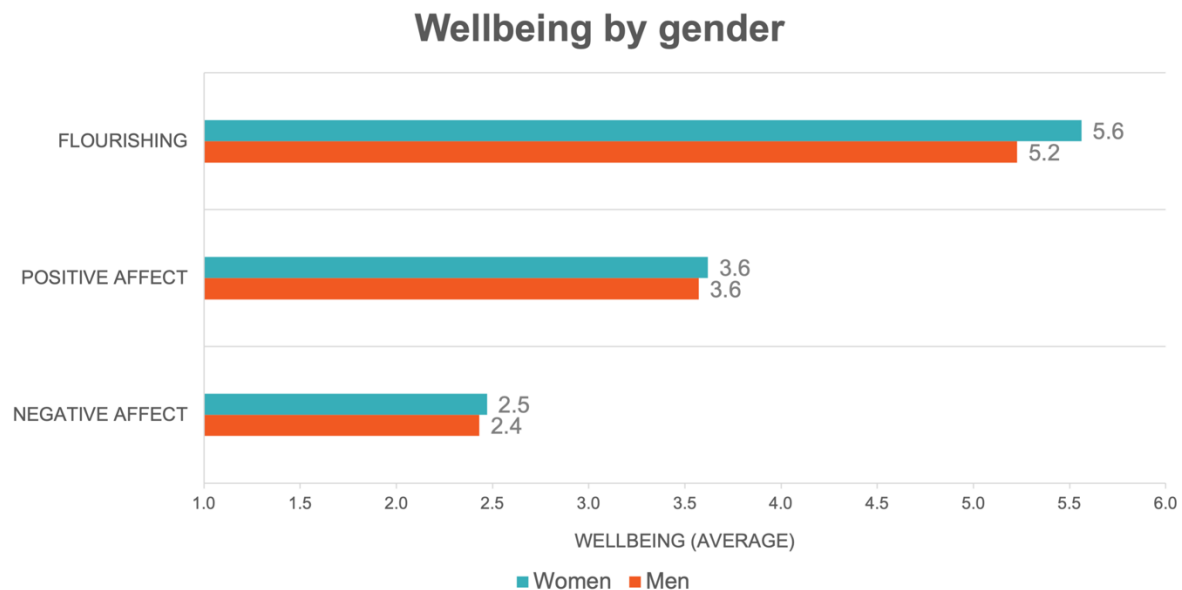* indicates significant difference (p = <.05) – there were no significant differences.

Key messages for men and women

- Women reported significantly higher levels of relational and cognitive crafting at work, as well as harmonious passion, compared to men. Actively shaping their relationships and sense of meaning at work may enable women to harmoniously balance their work with other areas of their lives.

- Men reported engaging in task crafting more frequently than relational and cognitive crafting. It may be important for future interventions to consider mens' potential preference for task crafting and apply this towards the cultivation of harmonious passion and wellbeing.

- It may be that men are more likely to hold leadership positions where they have higher levels of control over workload and job tasks[1], hence, they may be better placed to influence their own task crafting opportunities than some women. Future work should seek to distinguish preference from opportunity when it comes to job crafting, perhaps via interviews.

- There were no differences in psychological safety or wellbeing between men and women.

The recommendations
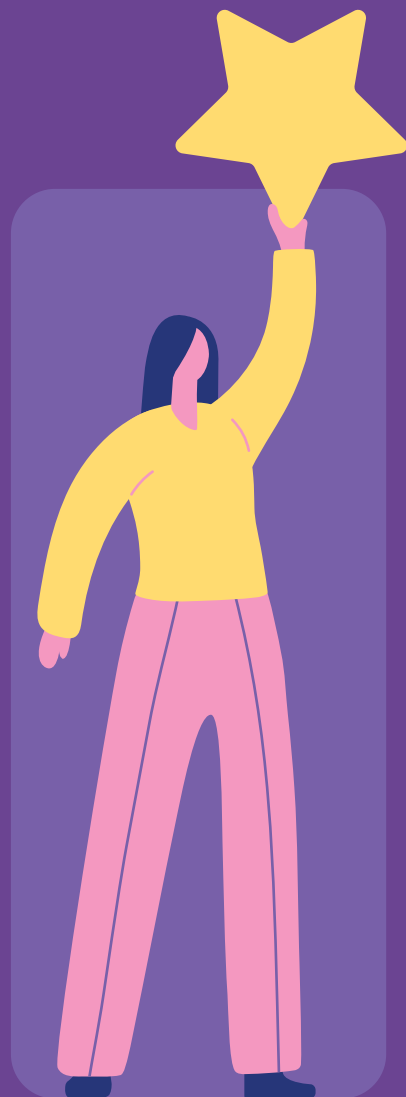
Recommendations for employees and employers

1. What can employees do to increase their engagement and wellbeing at work?

1. Consider creative ways to actively craft a job in alignment with strengths, interests and values.

- **Integrate strengths with job crafting**. It might be worth taking a strengths survey, such as the Values in Action (VIA) Character Strengths survey or Gallup's CliftonStrengths assessment, to understand one's strengths. Employees can subsequently contemplate ways job crafting could bring these strengths into their work. Indeed, research shows job crafting towards strengths benefits both individual employees and the broader organisation.[73]

- **Creating habits consistent with job crafting.** A useful way to engage in job crafting is to create healthy habits in the workplace.[74] For example, taking steps to learn new things about co-workers each day might facilitate relational crafting. Similarly, taking a moment each day to consider the impact of one's work, is a way to foster meaning in work through cognitive crafting.[75] The aspired habits can be bite-sized activities, and once achieved, should be celebrated.[76] The positive feelings associated with success serve to motivate more of the desired behaviour.

- **Consider when to use each type of job crafting.** Unfortunately, in some work environments, input from employees is not always welcomed, or there may be little autonomy to change the tasks that comprise a job. Cognitive crafting might provide a useful strategy in such situations. Thus, strategies to recognize and contemplate the broader impact of one's work, the people who've been influenced, and how the job benefits society are cognitive strategies that can inject more meaning into work.

2. Conversations with supervisors about what is possible to change.

- **Reaching out to supervisors** (where possible) to determine how to change and amend tasks or relational experiences at work to better serve strengths, values, and passions might facilitate additional support for job crafting (Baker, 2020).

- **Identify why changes would be helpful professionally and for the organisation**. It is important to use job crafting in ways that offer personal benefit yet also align with broader organisational goals. Conversations with supervision and management might facilitate this by clarifying where individual and organisational goals converge and diverge.

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[73] Zhang et al., 2021
[74] Baker, 2020
[75] Baker, 2020
[76] Fogg, 2019

3. Contemplate the type of passion in work

- **Employees might consider the type of passion driving their work** by taking stock of behaviors and motivations for the job and further identifying when their passion is becoming problematic. Indicators such as working late into the night, feeling an uncontrollable urge to continue working, cutting down on sleep, an inability to mentally switch off, and having little time for other areas in life might point towards obsessive passion that could be tempered by more proactive work-life balance strategies.[77]

- **Setting boundaries** can keep a job in harmony with other areas of life. If needed, employees could consider proactively committing to activities that distance them from work, such as taking a lunchtime walk with a family member or colleague, or signing up for an online fitness class in the evening to prevent late nights spent working.

- **Counteract obsessive passion with life crafting**. Life crafting involves the pursuit of activities in leisure and social domains that add meaning and value to one's life.[78] Not only can such hobbies balance out our passion for work, they can also have a positive impact on our wellbeing more generally, such as reduced burnout. Employees with lower levels of burnout tend to perform better at work.[79]

4. Establish job crafting conversations with colleagues and friends.

- **Learn from colleagues** who demonstrate passion for their jobs – particularly those whose work is in harmony with their broader life. Do they use any specific job crafting strategies? Do they have any tiny habits you could similarly implement in your daily routine? How do they perceive their job as personally meaningful? How do they set boundaries to keep their job in harmony with their life? Don't be afraid to ask them for tips so that this can become a normalized type of conversation among work colleagues.

- **Work collaboratively with colleagues on developing job crafting habits.** For example, if you struggle with obsessive passion and your colleague wants to engage in relational crafting more, perhaps you could combine your efforts and find a regular time to meet on Zoom to discuss strategies and progress. In work cultures with low levels of psychological safety, it is even more important to make an effort to connect with co-workers who may be feeling the same way. Knowing there are others there to support you with your job crafting endeavors may help both of you to feel more psychologically safe and confident.

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[77] Vallerand, 2015
[78] Schippers & Ziegler, 2019
[79] Swider & Zimmerman, 2010

What can employers do to facilitate employee wellbeing?

1. Psychological safety enables workers to take risks and express themselves.

- **Acknowledging that we don't know everything**, as leaders, and owning up to mistakes, may help workers to perceive the workplace culture accepts mistakes, thereby fostering learning, growth, and innovation. As well, leaders inviting input from workers can empower them to express themselves, in addition to building respect and trust in leadership.[80]

- **Creating forums for workers to share their voice** allows opportunities for them to share how they're going and to provide input on projects and organisational goals. Potentially integrating such forums into regular meeting schedules can help create a habit where this is done routinely.

2. Enabling conversations about wellbeing can foster wellbeing literacy.

- **Training workers about the importance of wellbeing**, along with strategies for cultivating wellbeing, can enhance their wellbeing literacy. Creating open spaces for employees to have open conversations about wellbeing and normalizing such initiatives may also engender wellbeing literacy, which could be used to enhance the wellbeing of oneself or others.[81]

- **Encourage workers to provide a weekly update** about how they are going with their job crafting. Whether in person, or via an online chat, teams could gather at the start of each week and discuss one aspect of their role they crafted last week and what aspect of their role they want to craft this week, using their character strengths, values or interests. They could also share how well they feel they are cultivating harmonious passion by setting boundaries and life crafting. It is also important to discuss any obstacles they have faced or intend to face. Managers and teammates could be encouraged to ask questions and provide support to their colleagues, figuring out ways they can help each other to job craft and life craft.

- **Providing managers and supervisors with relevant training** so that they can foster job crafting, passion, and wellbeing in the workplace might enhance wellbeing. This might involve various forms of leadership training or job crafting training, which meta-analyses suggest are effective.[82]

- **Reiterate that struggling is not a sign of weakness.** Research has found that workers who reported 'living well despite struggle' felt just as competent and just as satisfied with their jobs as workers who reported 'consistently thriving.'[83] In the COVID-19 context, with many workers struggling with social isolation, fear of illness, and economic uncertainty, it is important provide psychologically safe forums for workers to openly share what is going well, success stories, and what they are struggling with at work, which may help to promote wellbeing literacy.

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[80] Deci et al., 1989
[81] Oades et al., 2020
[82] Lacerenza et al., 2017; Oprea et al., 2019
[83] The Wellbeing Lab, 2018

3. Provide structural support for job crafting initiatives

- **Encouraging the integration of job crafting into formal work practices and support structures** can enable and normalize job crafting in the workplace. This might involve integrating job crafting with traditional performance development review processes[84] or other regular work procedures so that it becomes embedded and routinized in culture and the workplace practices of an organisation. This creates a formal opportunity to talk about areas of the job that are important to employees, can be modified, or new areas they can adopt that are aligned with their interests and strengths. Plan some questions in the performance review that will tap into these areas. For example, what parts of your work role do you derive the most satisfaction from and why? What would you like to do more of at work? What would you like to do less of at work? How might we fill this gap if you no longer did this task? A formal record of these details enables a pathway for achieving these goals to be discussed and implemented, as well as an opportunity to monitor the progress of these plans in future meetings or annual reviews.

4. Tailor job crafting and passion strategies to the organisation.

- **Taking steps to better understand the obstacles that thwart job crafting** efforts might provide more opportunities to foster job crafting. Sometimes, the nature of work in particular industries means there is less autonomy to engage in job crafting behaviours. In these situations, an awareness of this can help to direct employees towards other types of job crafting that are more easily implemented (e.g. cognitive crafting). Similarly, if there is no scope for employees to redesign work through job crafting, creating opportunities for playful work design—the process through which employees proactively inject playfulness into work activities to foster enjoyment and challenge at work, without changing the design of the job itself—can also foster work engagement.[85]

Important points and limitations

- Considering the COVID-19 restrictions and lockdowns at the time of the survey, with many workers precluded from entering their physical workplace, the sample size was inevitably small. While the results were predominantly consistent with prior research, further research is nonetheless needed, especially to replicate the occupational comparisons observed here. The report served a critical first step for exploring job crafting, passion and psychological safety across different industries.

- Despite their sound psychometric properties, the wellbeing measures used in the present study were not workplace specific measures, perhaps lessening their ability to detect differences across groups. Hence, in this study, job crafting and passion for work are more work-specific factors when compared to wellbeing. Wellbeing can also be influenced by a wide range of factors beyond job crafting and passion for work.

- The sample included a number of employees whose role involved a focus on wellbeing (e.g. wellbeing managers). Considering the wellbeing managers were predominantly female, this may have also explained why there was a higher number of responses from females than males.

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[84] Baker, 2020
[85] Bakker et al., 2020

- Responses regarding industry were collapsed into broader categories due to small numbers in specific industries.

- This was a cross sectional study that captures snapshots at this point in time. Hence, we cannot draw any causal links.

Conclusion

Given that almost half of the workforce has had intentions to leave their workplace over the past year, new approaches are needed – ones that involve collaborative efforts from both the organisation and the employees. Workplace standards in terms of quality of work are changing. Workers are re-evaluating what work means to them in the context of their broader lives. Many workers feel exhausted and need to find ways of re-energising themselves and their passion for work, as well as to find workplaces that care about their wellbeing, irrespective of their work industry.

Meeting basic psychological needs for autonomy, competence and relatedness is fundamental to wellbeing. Individuals need to feel like they have some element of choice over their major life domains, that they are contributing meaningfully to society and that they have people who care for them and can rely on, not just at home but also at work. Individuals are now seeking to work for organisations that promote collaboration, learning, and meaningful connections with others at work. To meet these expectations, organisations need to provide workers with some aspect of choice over what they do or how they perform tasks, by encouraging and upskilling employees to craft their jobs. At the same time, workplaces need to also provide a psychologically safe and supportive environment that endorses, openly talks about and showcases the practice of job crafting for employee wellbeing.

At a broader level, those working in workplace wellbeing, whether in research or more applied settings, can help gather information about success stories that illustrate how employees have modified their work, attitude, or workplace to enhance their wellbeing in different occupations and how this has improved job engagement and productivity. This can lead to the development of evidence-informed job crafting interventions that are tailored to suit different types of jobs, enabling all workers, irrespective of industry, to have the opportunity to job craft and enjoy at least some elements of their job.

Encouraging and guiding employees to shape aspects of their work so that they do more of what they like on the job, with people they like being around, and in a way that provides them with meaning is vital, especially during the pandemic and post-pandemic era. Facilitating job crafting and psychological safety will most likely yield other desirable outcomes such as harmonious passion at work and employee wellbeing – factors which, according to research – are clearly related to desirable outcomes including workplace retention and satisfied workers who are engaged and passionate about their work. More research is needed, in collaboration with different partners across a range of work sectors to tailor realistic and valued approaches to applying and supporting job crafting and employee wellbeing. The positive results from this initial correlational study, prompt further work focusing on developing and evaluating job crafting interventions. This collaborative work with industry partners will help to create mechanisms for both the employee and the employer to contribute towards making the workplace a more engaging and psychologically healthy environment.

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