Dealing with the demands of work intensification: The role of job crafting

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I confirm that the work submitted is my own and that appropriate credit has been given where reference has been made to the work of others.

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Dedication

I dedicate my thesis to my beloved cousin Thekli, because without you I would have never applied for it. Your constant support encouraged me to never give up and eventually finish my PhD. Thank you for being here for me. I promise to be next to you as long as you need me. I love you.

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Abstract

Job crafting captures what employees do to redesign their job by actively performing changes in tasks, relations and perceptions to foster positive outcomes (Wrzesniewski & Dutton, 2001). The purpose of the current study is to investigate the role of job crafting in work intensification demands such as tight deadlines, shortage of time to finish a task and high work speed. The current study followed a mixed methodology design, implemented in two phases. Study 1 was the qualitative phase that explored employees' experiences regarding work intensification and their coping mechanisms. By conducting twenty semi-structured interviews with office-based employees, Study 1 allowed for the development of a research model and hypotheses. The emerged themes of Study 1 were work intensification; resource loss, gain and investment; task, relational and cognitive crafting; organisational practices and well-being outcomes. Study 1 showed that work intensification could be experienced as a positive phenomenon by employees that perceive it as a challenging stressor. As a result, they experience resource gains and engage in task crafting behaviours. This was a critical finding indicating that the level up to which an individual experiences a stressor is less significant than the way it is perceived, as either hindering or challenging. Study 2 was the quantitative phase that investigated the assumed relationships of the model between work intensification perceptions, work-related resources, task crafting, flexible working practices and job satisfaction, using 255 office-based employees, with a two-lag longitudinal online survey design. Study 2 confirmed all hypotheses of the model indicating that, even in intensified working environments work-related resources motivate higher engagement in task crafting which increases job satisfaction over time. Additionally, remote working was identified as a facilitator for employees to engage in task crafting behaviours. The current study aims to promote job crafting as an approach for employees to take the initiative to redesign their jobs so that it would better fit their skills and interests thus, to enhance positive well-being outcomes, especially within work intensified circumstances. To sum up, the study highlighted the importance of work-related resources and organisational practices as top-

down approaches to be perceived by employees as opportunities that spark their engagement in bottom-up approaches such as job crafting.

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Introduction

Job crafting is a bottom-up job redesign approach which describes what employees do to alter their job to give their work more meaning in order to enhance positive workplace outcomes. The nature of job crafting falls under the area of Positive Organizational Psychology (POP) which is considered as positive psychology focused on work and organisational issues (Donaldson & Ko, 2010). POP studies and applies positive psychology to improve the effectiveness and quality of life in organisations. Job crafting falls into all three pillars of positive psychology: the first of positive subjective experiences including well-being, happiness and positive emotions; the second of positive traits encompassing interests, meaning and purpose; and the third of positive institutions facilitating the other two pillars and promotes human flourishing (Peterson, 2006).

POP has become inspiring for researchers since well-being and work-life balance attract a lot of attention by governments and organizations in the modern workplace (Felstead et al., 2002). Well-being is an important outcome for employees and organisations in the workplace in the 21st century. The majority of the workforce suffers from negative well-being feelings thus it has become a priority issue for organizations worldwide (Arnold et al., 2010). In the UK almost half of the organizations (42%) have established an explicit strategy for employees' well-being (CIPD, 2007b) because of its financial cost for companies and society.

The Health and Safety Executive (2016) indicated some serious findings regarding stress and well-being in the UK for 2016/17, as estimated from the Labour Force Survey. The workforce in the UK specifically 526,000 (1,610 per 100,000) employees suffer from work-related stress, depression and anxiety which significantly represent their ill health condition. Workload pressures and demands such as tight deadlines, increased responsibilities and lack of managerial support are among the most reported factors causing work-related stress, depression and anxiety, since 2009. The 2008-09 recession increased work stressors including inter-personal conflict at work, job insecurity and work intensity (Chandola, 2010). This has detrimental effects on employees' absenteeism which remain in high rates. In total, 12.5 million days (49%) are recorded to be lost due

to ill health that is equated to 23.8 days lost per employee in 2016/17, with stress, depression and anxiety to be related with the 40% of work-related ill health.

Over the past 40 years the global changes occurred in the labour market had a great influence not only in terms of the working conditions but also in employees' personal life. Worldwide market pressures (Burchell, Lapido & Wilkinson, 2002), unemployment, competitive labour market (Felstead et al., 2012), new technological advancements (Green, 2002), managerial and human resource practices (Appelbaum et al., 2000) are among those changes. Consequently, in order for the organisations to react effectively to these fast pace market challenges, they introduced measures such as downsizing policies, tighter deadlines and higher work speed (Boisard et al., 2003) with employees paying the price over their well-being.

Organisations in order to respond to changing market conditions seek new workplace conditions and strategies characterised by speed, innovation, responsiveness and flexibility (Sarantinos, 2007). Employees also feel the need to perceive and proactively adapt to inevitable challenges in their working environment (Berg, Wrzesniewski & Dutton, 2010). Therefore, based on Berg, Dutton and Wrzesniewski (2008) they take the initiative to redesign their job by actively changing task, relations and perceptions to enhance positive outcomes such as job satisfaction, engagement, resilience and thriving defined as decreased reactivity to and faster recovery from stressors (Carver, 1998).

The current study examines work intensification in the workplace of office-based employees and the role of job crafting as a coping mechanism. It also investigates the role of flexible working practices on job crafting and its impact on well-being outcomes including job satisfaction, absenteeism and presenteeism. The mixed-method design allowed for both qualitative and quantitative data to be collected indicating significant findings.

Following an overview of each chapter of the thesis is presented. The first two chapters discuss the theoretical background of work intensification, job crafting and flexible working practices. The first chapter is a review of the literature on work intensification. The second chapter carries on to the job crafting theoretical background of job crafting

and Conservation of Resources theory (COR; Hobfoll, 1989) which is the main theoretical underpinning of the current study, Integrating work intensification and job crafting phenomena. The chapter concludes with a brief section discussing the current study rationale and aims.

The third chapter discusses the methodological design of the current research and Study 1. This was the qualitative phase of the study in which twenty semi-structured interviews were conducted to examine how employees respond to increasing pressures in their working lives and guided the development of the research model and hypotheses. The fourth chapter, discusses Study 2, the quantitative phase in which a self-reported questionnaire was distributed to a large sample of office-based employees aiming to examine the research model and hypotheses of the study. Finally, the current study concludes to an extended discussion chapter which integrates the findings of Study 1 and 2, and highlights the theoretical contribution and practical implications. It finishes with a discussion of strengths, limitations and future research directions.

Chapter 1 Work Intensification Review

Overview of the chapter

The current chapter discusses the literature review of work intensification in the modern workplace beginning with a definition, a historical overview and the developmental factors of the demand. Then, it discusses the effects of work intensification for people and previous research on various occupations experiencing it concluding to the general impact of the demand in the workplace.

1.1 Definitions

Work intensification was born in the context of the wider market changes causing great effects on employees' well-being. O' Donnel, Peetz and Allan (1998) stated the two main determinants of intensification as 'doing more' and 'coping with less'. The former dimension was imposed by the extra role the workers are called to perform in their workplace and the increase of their working tasks. The latter entails the downsizing phenomenon in modern organizations or the trend of not hiring more people to deal with higher workload.

Over the years, numerous definitions have attempted to capture the meaning of work intensification. Marx (1990, p. 2) was the first who defined work intensification in 1867, as "increased expenditure of labour within a time which remains constant, a heightened tension of labour power, and a closer filling-up of the pores of the working day, e.g. a condensation of labour, to a degree which can only be attained within the limits of the shortened working day". However, changes occurred within the labour market during the centuries, thus Marx's definition is not as enduring as in the past, capturing only the negative meaning of work intensification in the workplace.

Hargreaves (1992) defined work intensification as the description of trends towards work degradation and working conditions. This definition originates from Marxist theories of labour process that identified intensification as a response of capitalists to the decreased legal working hours, as a discipline and surveillance measure and an effect of technical

advances (Hatzfeld, 2007). On a different note, work intensification was defined broadly as a process by which employees experience 'chronic work overload' that is produced by expanding duties and responsibilities, as professional employees are compelled to 'do more with less' (Larson, 1980).

According to Green (2002), between 1991 and 2001 work intensification could be defined as the work effort of employees in the workplace across occupations and sectors indicated by the high speed and under a great deal of tension working. In an attempt to clarify the terms of work effort, Green (2001, p.4) has defined it as "the rate of physical and/or mental input to work tasks performed during the working day".

Work effort, regarding its meaning and measurement methods, is considered as an ambiguous feature, distinguished in two types: extensive and intensive. The former is the time someone spends at work including working hours or pace which is easier to be measured. The latter is the level of intensity during this working time which is harder and problematic to be measured accurately, because of the subjective nature of mental and physical effort (Green & McIntosh, 2001). Intensity describes the speed and pressures under which work is carried out (Felstead et al., 2012) while work intensification the increase in this intensity in the workplace.

Similarly, Burchell (2002) defined intensification as the effort employees put into their jobs during the time they are working. Green (2004) stated that although intensification is an extension of working day, it is a limited process since human and mental capacities do not allow endless extension of effort. Therefore, it needs continuous monitoring to become understandable, in terms of the labour market nature and its growth mode.

According to Kelliher and Anderson (2009), intensification is the main cause of tension and strain rise in the UK workplace, enabled or imposed by flexible work arrangements, engendering a sense of obligation from employees. While, based on Felstead et al. (2012), intensification is a feature defined as "the speed and pressure under which work is carried out" characterized by quick speed of work and tight deadlines. On the same note, work intensification is defined by Lu (2013, p.111) as "more workload for each individual worker and arises from overtime, lesser dead time or shorter rest period".

The current study utilises an alternative one, developed based on the insights of Green (2002) and Boisard et al., (2003). For the purpose of this study work intensification is defined as the work effort employees put in their job characterised by high speed, tight deadlines and shortage of time to finish a task thus, creating greater tension.

1.2 Historical Overview

According to Green (2002) intensification is a primary ingredient of 1980's productivity boom in manufacturing and since 1997 it has been clearly established in the context of Britain as a direct result of privatization. Although work intensification was a main characteristic of the British workplace when work effort stabilized in the early 1990's, it remained in high levels for another decade, with a small reduction when there was a slight economy improvement of middle 2000's (Felstead et al., 2012).

The culture of long working hours became a new 'British disease' (Green, 2001a). Although the average of working hours have been reduced, compared to the past, male full-time workforce in Britain tends to work longer than the European average (Felstead et al., 2012). Since 2006, the largest increase of intensity has been detected among full-time young women (Boissard et al., 2003). In fact the British labour market experiences the greatest work intensification than any other country in the world (Burchell, Lapido & Wilkinson, 2002).

Generally, in Europe work intensification –in the form of increased time pressures, showed up in the 1980's and the first half of the 1990's, however in each country the definition and the launch of intensification vary (Dhondt, 1998). Surveys conducted from 1995 to 2000 revealed an overall trend in which work intensification is continuously increasing (Merllie & Paoli, 2001). Green and McIntosh (2001) also reported increased effort levels in Europe around 90's, with the highest levels to be recorded in the UK, followed by Denmark, Greece, West and East Germany and Spain. However, the data of two questions on work effort they used to measure effort levels are not enough to

indicate the levels of work intensification which needs to be further examined using not only explanatory but exploratory measures and series of working conditions.

According to Valeyre (2004), work intensification emerged since the mid-1980. By reviewing two working conditions surveys, the 1998 French Working Conditions Survey and the 2000 European Working Conditions Survey, she discussed the rapid extension and proliferation of constraints in work rates of the workers (e.g. Cézard, Dussert & Gollac, 1991; Bué & Rougerie, 1999). These working conditions surveys utilised random, representative samples of economically active population in employment with almost twenty thousand employees. Even though the huge size of the sample and the high response rate (above 80%), the evidence was based in self-reported, quantitative data with the participants responding to face to face questionnaires in their houses.

The working conditions surveys studied work intensification in manufacturing industry and indicated that during the last two decades the level of intensification has been raised in several ways (Valeyre, 2004). Particularly, between 1984 and 1998, pressures on work rates for industry employees increased and rapidly affected all forms of work rate constraints, e.g. those associated with production norms, deadlines and market demands. Similarly, intensification showed up in French automobile companies as emergency measures of productivity gains (Goux, 2003), but over time it rose up and became part of workers' life (Hatzfeld, 2007).

Although, work intensification was a characteristic of the European labour market, it recently became increasingly prominent in Australia as well (Green, 2002). There is a trend towards longer hours of working, among full-time Australian workers (Watson et al., 2003) which will remain stable for a long time (Peetz et al., 2003). Similarly, long and extended hours have been reported by employees' in the USA (Godard & Delaney, 2000). Lu (2009) demonstrates the labour intensification in Philippines' industry, where the new information technology led to a new challenging intensifying workplace in mid 80's. She points out that, besides the economic globalization and new technologies introduction, 24-hour economy, communication's speed and pace increase, and time pressures growth are the main intensification sources.

1.3 Development and Growth factors

Godard and Delaney (2000) referred to the antecedents of work intensification, namely work changes, such as the development and use of management technologies, which led to pressures for higher rates of productivity, flexibility and efficiency (Allan, 1998; Willis, 2002). Chesley (2014) found that information and communication technology use is related to increased employees strain and distress caused by work intensification processes such as fast-paced work, frequent interruptions and multitasking.

A key role in increased work intensification was played by the external market conditions, but mainly by the organizations that had the power of employment structure and the terms of employment, in which tasks had to be done (Beynon et al., 2002). Recent studies indicated numerous decisive factors, which reinforced the development and increase of work intensification such as:

a. changes in the organization of production: the spread of lean production or just-in-time systems (Burchell, 2002; Gollac & Volkoff, 1996; Green, 2001b; Stanton et al., 2014)

b. changes in work organization: development of multitasking/multi-skilling and task flexibility through managerial and HR strategies (Appelbaum et al., 2000; Burchell, 2002; Cully et al., 1999; Gollac & Volkoff, 1996; Green, 2001b)

c. technological changes: advances in automation and computerization aiming to control work flows (Green, 2002)

d. new HR policies to rise employees involvement through financial incentives or individual evaluation systems (Burchell, 2002; Cully et al., 1999; Gollac & Volkoff, 1996; Green, 2001b)

e. general work pressures by supervisors on workers (Burchell et al., 1999; 2002)

f. high levels of commitment, combined with appropriate rewards (Cully et al., 1999)

g. introduction of working-time reduction (RWT) for full-time workers without new hires (Askenazy, 2004; Burchell, 2002; Gollac & Volkoff, 1996; Green, 2001b)

h. increased competiveness, in terms of recession and unemployment growth (Felstead et al., 2012)

    i.   job insecurity increase by reductions in collective bargaining and rise in usage of temporary workers (Burchell, Lapido & Wilkinson, 2002; Cully et al., 1999)

    j.   downsizing policies aiming the reduction of manning levels without decreasing workload (Burchell, 2002; Burchell et al., 1999; Gollac & Volkoff, 1996; Green, 2001b)

    k.   decline of trade union power in conjunction with the rising power of bosses (Burchell, Lapido & Wilkinson, 2002; Burchielli, Pearson & Thanacoody, 2006; Green & McIntosh, 2001)

    l.   exogenous changes on the labour supply side e.g. shift workers, over time and effort (Green, 2002).

1.4 Effects of work intensification

According to previous research intensified work environment highly affects employees with increased likelihood of causing physical, psychological and behavioural cost on individuals, organizations and society (Burchell, Lapido & Wilkinson, 2002). Numerous studies have been conducted to examine the crucial impact of work intensification on work-life balance, working conditions and risks, health, welfare and well-being. Particularly the most recent findings suggest that intensification deteriorates job satisfaction (Green & Tsitsianis, 2005; Korunka et al. 2014), positive well-being outcomes (Green & Gallie, 2002; Warr, 1987), staff morale (Burchielli, Pearson & Thanacoody, 2006) and family relationships (Burchell et al., 1999). It reinforces job stress and strain, psychosomatic symptoms and complaints (Franke, 2015), health and mental problems (Burchell, Lapido & Wilkinson, 2002), emotional exhaustion (Korunka et al. 2014) and burnout (Pocock et al., 2001). Moreover, intensification has the ability to reverse the benefits of job autonomy, motivation and satisfaction (Davis, Savage, Steward & Chapman, 2003).

Burchell and Fagan (2002) revealed a strong relationship between intensification and health. Over 40% of workforce report at least one symptom while over 25% report two symptoms of job stress. Work intensification is correlated with a wide range of symptoms

from backache to headache and from skin problems to insomnia. In addition, high intensification increases the risk of work-related illness with autonomy to slightly reduce that risk. According to Burchell, Lapido and Wilkinson (2002) employees working in continuous high speed- working very quickly- were suffering from headaches, stomach aches, and muscular pain in limbs, skin problems, stress, fatigue, insomnia, anxiety and personal problems. Employees working under tight deadlines were experiencing stomach aches, insomnia, heart disease and irritability.

At the organizational level, work intensification is also associated with more accidents, absenteeism, sickness leaves, and work related deaths, high stress levels and productivity losses, when workers lack of fair awards and job control (Felstead et al., 2012). Allan (1998) using a single case study in the public hospital system indicated that intensified work increases staff counselling, incident reports, compensation claims and quit rates, within the organizational level. It lowers productivity, efficiency and effectiveness of organizations (Davis, Savage & Steward, 2003).

Work intensification's negative impact on community includes higher medical costs, social fragmentation and work-family imbalance (Burchell, Ladipo & Wilkinson, 2002; Pocock et al., 2001; Watson et al., 2003). Individuals, relationships, family life, parenting, leisure and extended family are also affected by intensification (Pocock et al., 2001). Scarcity Theory of Goode (1960) supports that work intensification causes role stress and conflict in balancing roles since work spills-over on family roles leading to emotional, physical and mental problems (Mariappanadar, 2014). Female workers experience greater difficulties to adjust, in family-care role and the intensified working schedules therefore, they suffer from health problems.

Besides the majority of negative outcomes recorded, work intensification provides some essential, mainly financial benefits such as higher payments, economic output and welfare, promotions, reduced welfare expenses and increased tax receipts (Felstead et al., 2012). Incentives to work harder and for longer hours were strongly associated with wage rise, career promotion (Green & McIntosh, 2001) and competitive pressures (Bell & Freeman, 1994). Some other studies suggested that work intensification promotes labour

productivity and economic profitability (e.g. Green & McIntosh, 2001; Petit, 1998; Valeyre, 2004), while others report the opposite especially when employees experience loss of fairness and control (e.g. Felstead et al., 2012). This contradiction in the results raises questions whether additional variables intervene between work intensification and its impact that needed to be further examined. For example different methods of collecting the data and samples might explain why there are contradictory results especially regarding work intensification and productivity in previous studies.

1.5 Previous research across occupations

Many studies were conducted worldwide to investigate this trend in the workplace across different occupations and sectors such as healthcare, aged care, finance, industry and education (Green, 2002). According to the findings of the Third European Survey of Working Conditions (ESWC) the highest work intensification was experienced by blue-collar workers, senior executives and young women in industrial sectors, in small size organizations (less than 100 employees). The young blue-collar workers in mass production industries reported the highest speeds of work, the tightest deadlines and consequently, the greatest likelihood for work intensity (Boisard et al., 2003). ESWC indicated that white collar workers employed in financial and business services reported that they frequently worked under high work speed, tight deadlines and limited time to complete a task.

The following studies explored work intensification in health care. Adams et al. (2000) studying the NHS staffing strategies contacted semi-structured interviews among British nurses. Their study found evidence of work intensification in modern Human Recource Management (HRM) practices with nurses subjected to potential mix of resource constraints such as heavy workloads, role changes and pressures to develop longer and more sophisticated working skills. The NHS staffing strategies also resulted in reduced staff levels, work intensification, high absenteeism and demoralization (Lloyd & Seifer, 1995). White and Bray (2003) examining the increased pace of nurse effort found that the main sources of this increase are the: customer focus, jobs redesign and usage of new

auditing and performance measures. The researchers concluded that the longer the hours spent at work the greater the effort demanded.

Stanton et al. (2014) investigating lean management strategies in a large tertiary Australia hospital spotted high work intensification levels, especially in public hospitals, where staff are called to do more with less, imposed by a combination of factors. Lean management was likely to increase the patients flow, thus to increase intensification. The study indicated that wider system issues and budget constraints, such as full levels of occupancy, capacity restrictions and increasing patients' demands, were the main sources of work intensification in healthcare.

Besides nursing, the sector of education seems to experience work intensification. The most significant aspect of intensification among teachers found to be the nature and quality of teachers-students interactions and other educators, administrators, professionals, service delivery agencies, parents, community members and groups outside of the education system (Apple, 1986). Public Australian education sector suffers from increased intensification (Burchielli, Pearson & Thanacoody, 2006). The main characteristics of intensification in education are increases in: working hours, face to face teaching, responsibilities and expansion of job role in Australia, the USA and the UK. Within the latter, intensification originates from the pressures of managerialism (Bartlett, 2004).

This study used data from multi-day, 24-hour time and task diaries, ethnographic interviews and observations obtained by case study teachers in the US. The study outputs pointed out the negative effects of intensified teachers work to be the loss of collegiality, staff fragmentation, personal stress, burn-out and negative self-image, and flow on effect for families and communities (Bartlett, 2004), and lower satisfaction (Kyriakou, 2001). An explanation of increasing work intensification in the sector might be teachers' behaviour, since their increased responsibilities seemed to raise their own work expectations (Probert, Ewer & Whiting, 2000).

Wotherspoon (2008) examining the relationship of work intensification and educational forms, revealed that the processes linked to intensification and how teachers respond to

it are not always straightforward and predictable. It is expressed through workload, time and social relationships (Ozga & Lawn, 1981) that likely affect teaching/ learning relationships. The dual points of work intensification in education involve 'more of the same work' and the 'addition of different work tasks' (Easthope & Easthope, 2000).The findings of Wotherspoon (2008) suggested that higher stress feelings, lack of teamwork and team spirit were the main outcomes of intensification on teachers. Moreover, intensification had an uncertain effect on communities and reflected huge contradictions regarding the restructure of public education and other public services.

In Higher Education, academics are now called to perform additional roles to teaching such as researching, generating income, consulting, mentoring and administrating, (Willmott 1995; Prichard and Willmott 1997) facts that intensified their work. Ogbonna and Lloyd (2004) investigated intensification in academic work conducting unstructured with open-ended questions interviews to academics from several faculties in already established universities and lecturers from new universities in the UK. The findings suggested that among the determinants of intensification in academics were: governments and university managers' demands, conflicting and multiple demands by students, external agencies and tight managerial control via lecturer quality practices and the greater student demands because of the tuition fees introduction. On top of that, intensification of their labour process, namely professional expectations imposed more pressure in their working life. Particularly, junior lecturers and female academics felt vulnerable to the power of male senior academics that were responsible for the new managerial control which was an outcome of work intensification.

The positive outcomes of intensification among academics suggested by Ogbonna and Lloyd (2004) were: the coping mechanisms developed by trying to stick to the surface of rules; professional detachment; organizational rewards for displaying appropriate emotions and behaviours and career progression. On the opposite side, academics recognise intensifying expectations and react accordingly. Some of these reactions include limited support to colleagues, performance competitiveness related to pay

systems, individualism and fake emotions as a respond to the demands and to other academics interactions.

Hargreaves (1998) studying the emotion of teaching indicated that changes in the educational system affected the emotional responses of teachers regarding structures, practices, traditions and routines in their working lives. Service jobs such as teaching depends heavily on employees' abilities to manage their emotions, a formal job requirement that transforms emotions management into emotional labour (Wharton, 1998). Hochschild (p.7, 1983) defined emotional labour as "the management of feeling to create a publicly observable facial and bodily display" which in turn affects other people's emotions. The finding of Ogbonna and Lloyd (2004) of faking emotions as a reaction to work intensification is useful in raising awareness regarding intensifications' impact on teachers and their working life. Their job by nature formally requires emotional management, a demand on its own, while work intensification forces them faking emotions about their job and colleagues, toughening their working conditions.

A more recent study regarding the impact of changes on the policy initiatives on the work experience of academics is discussed on the doctorate thesis of Yavash (2017). Based on this research, work intensification increasingly continues while the academics are called to achieve managerial duties targeting higher targets and league tables. The target driven culture commodified the research outputs and gamed in the teaching quality. Work intensification accompanied by the loss of academic voice and autonomy converted universities from teaching and learning institutions to business corporations and academics to wage labourers. The harmful effects of intensification result to pressures that drive occupational and organizational expectations for a stronger and more direct influence on emotional labouring.

Konzelmann et al. (2007) studied work intensification in professional workers: pharmacists, lawyers, HR managers, counselling psychologists and midwives, occupations in which recently, wide range of changes were occurred regarding increasing demands. The majority of professionals experienced intensification of their work effort accordingly: 85% in midwives, 83% in lawyers and 80% in pharmacists. The fundamental factors

determining intensification among professionals are the people they serve; self-motivation in the form of own discretion and vocational commitment; and boss, pay incentives and assessments. Other determinants vary, depending on the occupation: counselling psychologists- vocational commitment; midwives- legal requirements, colleagues and people working for them; HR managers- targets and objectives.

Although the pressure of workplace changes increased their skill and knowledge, the perception of their work being more demanding, intensified, insecure and uncertain has also risen up. As a result, their social and psychological well-being has worsened as indicated by their responses on prestige, motivation, job satisfaction and morale. For instance, lawyers and midwives reported experiencing greater decline in their economic and social status than counselling psychologists and HR managers, and pharmacists to be found in the middle. LaFevre, Boxall and Macky (2014) studying national surveys data found that professionals reported the highest work intensification levels among any other occupations and highest stress and work-life imbalance. Even though professionals are well-paid, they experience high pressures at their job but also because their work is invading in their private life. This suggests that professionals have become vulnerable in the sense of work demands therefore, more research attention is needed regarding the way they perceive and respond to work intensification experiences.

1.6 Work intensification impact in the workplace

Burchell, Lapido and Wilkinson (2002) suggest that "work intensification poses a worrying challenge to health, work-family balance and employee motivation in the 21st century" (p.76). Highly intensive work is costly for individuals, organizations, community and governments since it is associated with accidents, absenteeism, sickness leaves, family breakdowns and work related deaths, high stress levels, high strain and productivity losses- effects that are deteriorated when employees lack of fair awards and job control (Felstead et al., 2012).

Similarly, the Third European Survey of Working Conditions (ESWC; Boisard et al., 2003) indicates that the combination of time pressure, low social support and job autonomy leads to higher tension and lower satisfaction among employees. Based on the survey findings, employees who reported perceiving intensification as a threatening phenomenon were experiencing several consequences (Boisard et al., 2003). In the short-term, the exposure to time pressures increased negative feelings about their work. For example, they were feeling that working under these conditions was dangerous for their health and safety. In the long-term, work intensification reinforced their fear of being unable to perform in the same way and pace at the age of 60. As also reported by this study, compromises in production objectives, available skills and health protection were the most harmful consequences of work intensification. The above had encouraged workers to adopt the fastest, non-comfortable working way which at the end made discomfort less avoidable.

To sum up, this chapter reviewed the work intensification literature which up to this point was mostly discussing its negative impact on employees and organisations. The accelerated and intensified work pace created a time-squeezed working environment which affects employees' capacity to balance personal responsibilities and work (Southerton, 2003). However the current study seeks to examine how employees respond to work intensification and cope with its intensified demands, and how influential these coping mechanisms are on work intensification outcomes. The next chapter is an overview of job crafting literature which also discusses the assumptions that relate job crafting to work intensification through the lens of Conservation of Resources Theory.

Chapter 2 Job crafting Review

Overview of the chapter

The current chapter discusses job crafting literature and related theoretical backgrounds. It begins with an overview of the organisational context discussing the new workplace conditions. It then moves on to Conservation of Resources theory, the central theoretical background of the study that brings work intensification and job crafting together. Then, a detailed overview of job crafting literature, its application and motivators and perceived opportunities for crafting is presented. Finally, the chapter discussed the research gaps in job crafting and its assumed relationship to work intensification, finishing up with the main aims of the current study.

2.1 A shift to new workplace conditions

The fundamental changes in the workplace such as globalisation and technological advancements highlight the need for radical shift from the traditional working practices to new and modern versions characterised by flexibility (Thompson & McHugh, 2009). In the late 20th century, economic and financial events, international competition, domestic competitive pressures and technological change made difficult the exchange of loyalty, commitment, security, promotion and financial rewards within the workplace. Within the market economies, the pace of work has accelerated and the workplace has been intensified thus, optimal working conditions have been compromised.

As a result, organizations experience the necessity to seek new workplace conditions and strategies based on speed, innovation, responsiveness to changing market conditions and greater flexibility (Sarantinos, 2007) which is identified as a key goal ensuring adaptability in the organizational structure (Guest, 2004). Organisations' initiative to respond to the labour market pressures includes offering various working arrangements. Several responses to work intensification have been identified such as autonomy, social support, job control, up-skilling and technological tools which seemed to make some difference on employees when existing in their workplace.

The Third European Survey of Working Conditions (ESWC; Boisard et al., 2003) indicated that the combination of time pressure, low social support and autonomy led to tension and lower satisfaction mostly among blue-collar industrial workers. Particularly, the industrial constraints decreased the procedural autonomy while demand-time constraints empowered it. The study findings suggested that autonomy and social support were both helpful for employees to avoid intensification of the entire period at work, but they were not protected from work organisation intensity. They reduced risks on the psychological level with the majority of employees reporting to enjoy extended procedural autonomy. Regarding temporal autonomy which is the arrangement of own working procedures, ESWC indicated that it decreased work discomforts, risks and nuisances, fatigue feelings by repetitive tasks thus, it is considered an effective response to intensification.

Besides autonomy and social support, job control and other coping practices enabled the elimination of negative intensification impacts (Anderson-Connolly et al., 2002). Particularly, there is evidence that better job control has the ability to balance costs and benefits of work intensification since control increases employee involvement and participation (Felstead et al., 2012). Anderson-Connolly et al. (2002) identified work intensification to be among the five aspects impacting on employees' well-being. They also pointed out the harmfulness of intensification for both managers and employees which highlights that organisational practices offered to the employees alone might not be a solution.

According to Berg, Wrzesniewski and Dutton (2010) employees feel the need to perceive and proactively adapt to inevitable challenges in their working environment. Besides the shift to new organisational practices, job redesign literature offers a potential proactive problem solving approach for work intensification demands and challenges in the workplace. Employees take the initiative to actively change their work design and shape their jobs differently to assign meaning in their tasks or job (Parker & Ohly, 2008).

Job crafting describes the means employees utilise to redesign their job by actively changing tasks, relations and perceptions to enhance positive outcomes such as job

satisfaction, engagement, resilience and thriving (Berg, Dutton & Wrzesniewski, 2008). This proactive approach allows employees to give more meaning in their job without going beyond their job role boundaries using their own skills and knowledge applying a bottom-up approach of coping. Job redesign and job crafting are included in the area of Positive Organisational Psychology since both work on the improvement of the effectiveness and quality of life in organizations. However, job crafting is thoroughly discussed later in the chapter. The following section discusses the theoretical background of Conservation of Resources (COR; Hobfoll, 1989) through which the current study seeks to investigates the role of job crafting in the demands of work intensification.

2.2 Conservation of Resources theory

Based on the previous chapter work intensification is distinguished from the traditional job demands due to the lack of autonomy, physically hard work or unfavourable working conditions related to it (Kubiceck et al., 2012). Work intensification also requires high levels of cognitive flexibility, concentration and self-regulation thus, forces individuals to use their resources extensively (Franke, 2015). As a result, individuals experience resource loss or lack of gaining resources, leading to job strain (Franke, 2015) and burnout (Pocock et al., 2001). Job Demands-Resources model which is briefly discussed later in the chapter was considered as an alternative theory however, COR was more consistent with the idea of losing or possibility of losing resources in a work intensified environment causing then stress to employees.

COR is one of the leading theories of stress and trauma in the past 25 years and a major theory on burnout and the emerging field of positive psychology (Hobfoll, 2010). COR was applied to various stress-related topics, for instance, posttraumatic stress disorder after traumatic events study (Hobfoll, Tracy & Galea, 2006), disaster research (Benight et al., 1999; Freedy, Saladin, Kilpatrick, Resnick & Saunders, 1994), and burnout (Brotheridge & Lee, 2002; Neveu, 2007). COR also found its application on health systems (Alvaro et al., 2010), students' learning and development (Buchwald, 2010), and work family interface (Halbesleben, Harvey, & Bolino, 2009). Recently, COR has received increased interest in

the organisational literature as it has been successfully applied in exploration of workplace stress process and in the examination of challenging work circumstances.

COR combines both stress and motivational theory emphasizing "objective elements of threat and loss, and common appraisals held jointly by people who share a biology and culture" (Hobfoll, 2010, p. 127). It broadly predicts the key line which enables the determination of individuals' behaviour related to stressful challenges, important for people's life. The basic concept of COR theory is that individuals seek to acquire, retain, foster, and protect those things they centrally value- their resources underlying the significance of both loss and gain. (Hobfoll, 1988, 1998).

COR as a resource-orientated theory offers the potential for further understanding of the role organisational resources play in employees working life (Hobfoll & Lilly, 1993). Westman, Hobfoll, Chen, Davidson and Laski (2004) outline that COR is considered as a central theory because it indicates: (a) the impact of stressful circumstances on individuals and organisations, (b) what those circumstances possibly are, and (c) what actions individuals and organisations take to gather and protect their resources.

COR theory is built on the foundation of the resource construct and predicts the resources loss as the principal threat in the stress process (Hobfoll, 2001). Particularly, psychological stress occurs under any of three circumstances: (1) when individuals' resources are threatened with loss, (2) when resources are lost (3) when individuals fail to gain resources following investment of other resources (Hobfoll & Lilly, 1993). Loss term could be used when either certain situations threaten and/ or result in loss of values-resources or even when they block the effective employment of resources. Under these circumstances, individuals become vulnerable to psychological and physical disorder and debilitated functioning (Hobfoll & Jackson, 1991). On the positive side of COR, individuals are considered as active participants in the process of either gaining or avoiding loss of resources (Hobfoll, Freedy, Lane & Geller, 1990).

2.2.1 COR Principles

A number of principles emerging from the basic tenet of COR theory (Westman et al., 2004) are explained below and also summarized in Table 1 along with examples of studies the principles were examined. COR principles and logic and of course the COR theory in general, are empirically supported that they made a significant contribution to the theoretical and the applied literature (Hobfoll, 2011).

Principle 1: The Primacy of Resource Loss

The first principle of COR supports that resources loss is disproportionately more important and noticeable than resources gain. According to the principle, when individuals experience equal amounts of loss and gain, loss will have greater impact in their lives. Resource gains are seen as acquiring their saliency in light of loss, which means that in a resource loss context, resource gains become more critical possessions.

Principle 2: Resource investment

The second principle of COR theory supports that individuals need to invest resources in order to (a) foster against loss of resources, (b) recover from resource loss, and (c) gain resources. Both the above principles lead to 3 major corollaries of COR theory and one significant finding which has emerged from the literature following from these 3 corollaries.

Corollary 1 suggests that people who possess greater resources are less vulnerable to lose resources and are more likely to integrate into resource gains. On the contrary, individuals holding fewer resources are seen as more vulnerable to resource loss and less capable of gaining resources.

According to Corollary 2, individuals who lack resources are indeed more vulnerable to resource loss, however their initial loss generates possibilities for future loss. This aspect of the theory is critical since it supports the prediction that cycles of loss occur fast and powerfully and in turn after each loss repetition in the sequence the cycle becomes stronger and faster.

Corollary 3 mirrors the previous corollary, supporting that people who possess resources are more capable of gain, and that initial resource gain gives the opportunity for further gain. However, loss is more potent than gain thus, loss cycle tends to be more impactful and more accelerated than cycle of gain.

These two corollaries state that both resource loss and gain cycles are possible to occur (a) under chronically stressful situations, (b) when individuals or organisations are poor in resources, thus, any major stressor occurs (Hobfoll, 2011). The loss and gain spirals move with accelerated speed and strength as long as individuals, groups, and organisations either lose valuable resources in order to meet possible challenges or gain resources by seeking to meet new challenges.

Corollary 4 emerged from the literature stating that people who lose resources become more defensive in the way they invest resources in the future (Hobfoll, 2001). This corollary suggests that as long as individuals lose resources, they tend to make sure they will protect their remaining resources.

2.2.2 Defining Resources

Resource theories were adapted to explain different phenomena however a constant theme across all disciplines is the resources' role as key determinant of performance, adaptation and change (Alvaro et al., 2010). Regarding Wickens (1984), the main idea behind resource theories is that minimum resource threshold is needed for performance with difficulties arising as demands rise and outweigh the available resource pools.

The concept of resources has been given various definitions with couple of differences across the resource models and the literature during the years. However, it attracts the most common criticism because resources are not clearly defined (Thompson & Cooper, 2001). Following, there is an overview of the most common definitions used within the past 25 years.

Lazarus and Folkman (1984) defined resources as everything that might be helpful to be seen as a resource, a definition that makes the concept to seem mundane and vague.

However their work directs to the importance of perceived resources and capabilities and perceived demands. This could be linked back to the idea of the perceived self-efficacy which is defined as individuals' beliefs regarding their capabilities to perform in certain levels that exercise influence over events that affect their live (Bandura, 1994). These beliefs are those which determine the way individuals feel, think, motivate themselves and behave thus, self-efficacy is an important influential factor in the field of COR theory.

Hobfoll (1988) loosely defined resources as objects, states, conditions, and other things that people value. Their value varies among individuals because it is tied to their personal experiences and situations. Lazarus, Folkman (1984) and Hobfoll (1988, 1998) argued that stress occurs when resources cannot meet a challenge thus, resources are used by individuals to meet challenges.

Resources are the things people value or the things that serve as means for people to obtain the things they value, based on another definition of Hobfoll and Jackson (1991). To a large extent, are common among people within a given culture and time in the developmental cycle, and only to a small extent idiographic. Further, COR posits that resources operate within an ecological context where feedback, sharing, and exchange operate between the individual, social context, and environment (Hobfoll & Jackson, 1991).

Hobfoll and Lilly (1993) also defined resources as "valued things" means for individuals to meet their survival needs, distinguished in four categories. Firstly, resources are seen as objects-tangible materials that physically help in the survival process e.g. clothing, food and shelter. Secondly, resources as conditions are structures or states that allow access to or the possession of other resources and include things such as a healthy marriage, seniority, good health, status at work and secure job. Thirdly, there are personal characteristics which entail mastery of skills and traits e.g. occupational skills, self-esteem. The forth category is energy, resource whose value is derived from the ability to be exchanged for other resources e.g. money, time, knowledge and insurance.

Based on this categorisation, a list of 74 resources, which after a series of studies found to be critical, comprehensive but non-all-inclusive was established and then formed the

COR-Evaluation scale (COR-E; Hobfoll & Lilly, 1993). Based on test-retest for their loss and gain measures compared to past year measures, Hobfoll and Lilly (1993) suggested that COR-E, even though lengthy and repetitive, was a reliable and valid commonly used life event tool. Respondents must indicate for each resource whether it is a gain or a loss and to what extent, and many of the resources are relevant to the focus of any given study. Davidson et al. (2010) utilised and validated COR-E with results highlighting the importance of the bipolar scale of resource gain and loss however, with careful consideration to the differential impact of the separate loss and gain measures. These significant restrictions limited its use to a very few studies and the adoption of a more common strategy, to determine a small subset of resources that are most relevant to the study and measurement (Halbelseben, Neveu, Paustian-Underdahl & Westman, 2014).

Regarding Hobfoll, (1988), Diener and Fujita (1995) resources were defined as the objects, personal characteristics, conditions and energies that are either valued on their own or are valued acting as conduits to the achievement or protection of valued resources. Resources are not individually determined but are both transcultural and products of any given culture (Hobfoll, 2001), as well as divided between distal and proximal to the self, internal and external, biological and cultural (Hobfoll, 2002).

In another note, Westman et al. (2004) categorized resources as primary and secondary. Primary resources are food, shelter, positive sense of effective self and primary social ties. Secondary resources entail work, family, insurance, time, credit and other concrete and abstract structures and entities. This category of resources is seen as part and parcel of cultural web all cultures create to support primary resources.

Resource was also found as anything important to an individual that has positive contribution to their well-being, enabling them to adjust, and it can either have personal or environmental nature (Dewe, O'Driscoll & Cooper, 2012). Personal resources are attributes for example personal values, personality traits and other characteristics such as positive affect. Environmental resources vary depending on the kind of the environment a person functions in. For example, in the work context such resources entail autonomy, amount and type of feedback, level of rewards and social support from peers

and organisation that decrease stress and burnout and enhance positive well-being. Generally, depending on the context a resource exists within, attracts the appropriate significant value.

As a response to the heavy criticism of COR resources definition, Halbelseben et al. (2014) have recently defined resources as anything perceived by the individuals to help attain their goals. This definition of resources seemed to better fit with other motivation theories and allowed researchers to draw connections with broader theories about organisations. Although admittedly broad, a goal-directed definition is helpful on the understanding of the basic properties of resources within the context of COR, and also of the sophisticated dynamics of resources. It focused on the perception that resources are able to help individuals attain a goal, but not that resources are successful in facilitation of goal attainment. This is what differentiates this definition from the one of Lazarus and Folkman (1984) which is not referring to this concept of goal attainment. This could be critical, for example in situations where an individual protects resources that based on an outsider's perspective, hinder a goal attainment rather than facilitate it.

2.2.3 COR application in the organisational research

Various studies based on different tenets of COR were conducted on work and stress in organisational settings from which the most relevant to the current study are presented below. According to Brotheridge and Lee (2002), in the workplace, threats to resource loss are usually found in the form of role demands, energy, and efforts expended toward meeting such demands. In an attempt to meet their job demands, employees tend to invest their resources expecting to receive gains in return, while they are trying to conserve helpful resources at any given circumstances. They also argued that based on COR, employees minimize how much resources they expend to respond to demands by conserving and building on existing stocks of resources.

Regarding Halbesleben's (2006) research, COR model in the workplace reckon stress under three different circumstances. Employees get stressed either by experiencing a

threat to resources e.g. the perception of an individual losing their job or by the actual loss of a resource e.g. the loss of the job. Also, employees are likely to feel work related stress by the insufficient gain of more resources, following significant investment of resources. A relevant example to that would be the inability to obtain employment while the individual invested in resources by studying and attaining an academic degree.

COR resource loss tenet is primarily applied to deeper explain workplace stress and strain (Halbesleben & Buckley, 2004; Hobfoll, 2001). Many empirical studies found that when individuals lose resources at work, tend to experience strain in the form of burnout (Shirom, 1989), depression (Kessler, Turner, & House, 1988), and physiological outcomes (DeVente, Olff, Van Amsterdam, Kamphuis & Emmelkamp, 2003; Melamed, Shirom, Toker, Berliner & Shapira, 2006). However, the idea of loss is what motivates individuals to engage in such behaviours in order to avoid both the resources loss and its negative impact on their well-being.

A significant example could be the research of Whitman, Halbesleben and Holmes (2014) on the way employees react upon situations of abusive supervision under the lens of COR principles. The findings showed that employees experiencing reduced resources (e.g. higher strain) were more likely to avoid feedback in order to prevent from further resource losses by interacting with the abusive supervisor (Halbelseben et al., 2014).

In a slightly different perspective, Rook and Zijlstra (2006) reviewed various methods for resources loss recovery because of work fatigue. Their research suggested that employees who were engaged in physical activity (e.g. difficult activities that drive individuals to disengage from work demands) but received higher quality sleep, were generally less fatigued. The above evidence is an example of how specific behavioural coping responses uniquely influence the strains induced by stressors caused by the net gain or loss of relevant resources.

 Likewise, Hobfoll and Jackson (1991) expressed critical views upon experience and maintenance of well-being using COR theory. They suggested that the availability and successful management of resources mainly influences the promotion of well-being and prevention of stress and disease caused by the incapability of employees to regain

resources. Therefore, it is not necessarily the individual who possesses the most resources that thrives, but the one that is able to allocate and manage their resources appropriately to maximize their fit with their environment (Hobfoll, 1988; Kaplan & Gangestad, 2005). Overall, COR theory and research provide us with rich evidence worthwhile for the organisational literature.

2.3 Job Crafting

Job crafting is conceptualised as not an isolated, one-time event but, as a continuous process employees engage in over time (Berg, Dutton & Wrzesniewski, 2008). Employees who craft are here called job crafters and have the ability to proactively modify their job boundaries utilising three categories of techniques psychologically, socially and physically (Berg, Wrzesniewski & Dutton, 2010). Namely, crafters as active and dynamic participants improvise by creating a "different" job for themselves which is still consistent with their job definition and their role at work (Wrzesniewski & Dutton, 2001). Job crafters engage voluntarily in crafting behaviours, carrying out bottom-up changes as the agents of change instead of top-down job redesign theories which are directed either by managers or organisations (Berg, Dutton &Wrzesniewski, 2008).

Job crafting is largely an informal activity and not written in the job description, reflecting individuals' effort to find a better fit between their job, personal preferences and competencies as Leana, Appelbaum and Shevchuk (2009) stated. Besides, individuals who craft to match their needs, aspirations and circumstances to their job (Wrzesniewski & Dutton, 2001), job crafting could be as well carried out as a collaborative process by informal groups of employees aiming to change their job to meet their shared objectives (McClelland et al., 2014; Orlikowski, 1996).

Even some organisations recognise the importance of bottom-up redesign approaches thus, they are supportive to the job holders to take the initiative themselves to engage in job crafting and to also combine it with other offered organisational practices. This way organisations shift the responsibility to employees to redesign their jobs. Job crafting is

an approach with overt focus on agency to employees as job crafters rather than managers and organisations, to actively shape their tasks and context. Job crafting is a proactive perspective which moves employees towards individualisation of job redesign (Grant & Parker, 2009). Proactive perspectives in general capture the importance of employees being proactive agents in anticipating and creating change on the way their work is performed (Demerouti & Bakker, 2014). However, what distinguishes job crafting from other proactive approaches is that employees make changes in their job characteristics on their own initiative and its aim is to improve person-job fit and work motivation (Tims, Bakker & Derks, 2012).

As a proactive behaviour, job crafting is leading to the creation of motivational and healthy working conditions initiated by employees for their own purposes (Demerouti, 2014; Lyons, 2008). Job crafting is a proactive and continuous behaviour important for the workplace since it is associated with plenty of outcomes both for employees and organisations. It cultivates engagement and satisfaction of employees experiencing dissatisfaction and retiring (Conference Board, 2010). It is positively related to well-being (Tims, Baker & Derks, 2013), it creates new meaning and rekindles old job experiences (Berg, Dutton &Wrzesniewski, 2013). A study among engineers indicated that crafting increases job satisfaction, job commitment and employee performance while decreases absenteeism (Ghitulescu, 2006).

Job crafting also found to enhance the quality of self-image, perceived control and readiness to change according to a study of salespeople (Lyons, 2008). Generally, people who engage in job crafting episodes tend to report positive emotions afterwards (Ko, 2012) and in the short-term 6-week time job crafting is found to boost happiness (Wrzesniewski et al., 2012). Collaborative crafting studied among childcare employees, found to be associated with job satisfaction and organisational commitment, whereas among high performers it promotes higher quality of care and job attachment (Leana, Appelbaum & Shevchuk, 2009). However, job crafting might hinder labour productivity because the nature of crafting allows crafters to minimize inefficiencies and redundancies at their job that cause them frustration (Oldham & Hackman, 2010).

2.3.1 Job crafting, job design and related constructs

The current section discusses job design and other approaches falling under a common area in the organisational literature to highlight how job crafting differentiates. The idea of job crafting originates from the theoretical background of job design where managers are responsible to assess the workplace and then introduce changes upon job characteristics to reinforce employees' motivation and well-being (Oldham & Hackman, 2010). Traditionally, job design theory is focused on a top-down process, with managers designing employee's jobs based on motivational and social strategies such as autonomy, support, feedback etc. (Campion & McClelland, 1993; Hackman & Oldham, 1980). Namely, job crafting is the evolution of job design theory and a complementary bottom-up process (Berg, Dutton & Wrzesniewski, 2008) in which employees take the initiative to change the structure and the content of their own job without expecting the organisation to do it for them.

Job crafting could be assumed as the response of employees to the changes happening in their workplace which tend to affect their personal life negatively, by diminishing their well-being. Even employees that are working within stable working environments, detailed job descriptions and clear work procedures, redesign their jobs all the time (Wrzesniewski & Dutton, 2001; Petrou et al., 2012). This is what differentiates job crafting from job design that is focused on the job experiences of employees in which task elements are mostly static (Wrzesniewski & Dutton, 2001).

A related construct to job crafting is Organisational Citizenship Behaviour (OCB) which is an alternative perception of realising individual's behaviours at work. OCB involves the generation of new ideas to complete a job, to help and cope with colleagues at work, to be neat and cheerful, the acceptance of orders without resentment and to perform a high-quality work (Bateman & Organ, 1983). Namely, the OCB objectives are based on the idea of helping others at work or the organisation itself and the promotion of good of others or the organisation. On the contrary, job crafting intentions behind changes in

tasks and relations in the workplace are the creation of job meaning and identity for the job holder as well as its effect on others (Wrzesniewski & Dutton, 2001).

Proactive perspective is a contemporary construct of job design theory which promotes the individualisation of job redesign by capturing the essentiality of employees to initiate changes in the way they perform their work based on high levels of uncertainty and dynamism (Grant & Parker, 2009). It is mainly focused on anticipatory actions of employees that alter how jobs, roles and tasks are executed (Frese & Fay, 2001). Compared to job crafting that is focused on how individuals change their job on their own, proactive perspective is still focused on the way organisations restructure jobs to stimulate individuals to actively shape their work, tasks and contexts (Demerouti & Bakker, 2014).

2.3.2 Job Demands-Resources model

Some researchers, in an attempt to explore the 'everyday' nature of the changes in job characteristics that employees utilise, framed the definition of job crafting in Job Demands-Resources model (JD-R; Bakker & Demerouti, 2007; Demerouti et al., 2001). Thus, they defined job crafting as the changes made by employees in order to balance job demands and job resources with their personal abilities and needs (Tims & Bakker, 2010). Demerouti (2014) states that the idea of framing job crafting using JD-R model is inspired by Wrzesniewski and Dutton (2001) which posits that job crafting entails the alterations of tasks and relations. However, by conceptualizing job crafting from the JD-R model perspective, they expand task crafting to refer to job demands and similarly, relational crafting to job resources. In general, the model specifies the way job demands and resources interact and predict organisational outcomes. JD-R implies that employees engage in crafting to make their jobs fit targeting job demands and resources.

Within the same perspective, Petrou et al. (2012) developed another definition of job crafting which is seen as a proactive behaviour of employees that includes three different behaviours: seeking of job resources, seeking of job challenges, and reducing demands.

According to JD-R model (Demerouti & Bakker, 2011), job resources are the physical, psychological, social and organisational aspects of job that are functional in completing goals at work, reduce job demands and related psychological and physiological costs and stimulate personal growth, learning and development. Job demands are defined as the physical, psychological, social and organisational aspects which need sustained physical and/or psychological skills or effort, related to physiological and physiological cost. Job resources initiate a motivational approach while job demands a health impairment process.

Challenge seeking behaviours are those in which individuals seek new challenging job tasks that keep them busy during their working routine or ask for additional responsibilities after finishing their assigned tasks. Decreasing job resources even though is not a purposeful behaviour for workers includes behaviours to minimize the emotional, mental or physical demanding aspect of a job. Seeking job resources such as feedback, autonomy and support, is a way of coping with job demands, completing tasks or achieving goals. From the three job crafting dimensions, seeking job resources such as feedback advice from colleagues/manager or increasing job autonomy are seen as ways to cope with job demands or complete tasks and achieve goals.

JD-R model is another interesting approach of job crafting behaviours, although the current study is utilising Wrzesniewski's and Dutton perspective since it is focused on the three crafting techniques: task, relational and cognitive crafting instead of examining resource and challenge seeking and demands reducing behaviours. According to Demerouti (2014) both job crafting views, framed using JD-R or not, suggest that "the job is being re-created or crafted all the time'' (Wrzesniewski & Dutton, 2001, p. 181).

2.3.3 Job crafting application

Job crafting behaviours fall into three categories: task, relational and cognitive that each could be applied using three different techniques as Berg, Dutton and Wrzesniewski (2013) explain. Task crafting describes the employees changes in their job responsibilities

by adding or dropping tasks, changing the nature of tasks or the amount of time, energy and attention is allocated to several tasks (e.g. introduction of new tasks that fit better one's interests and skills). Relational crafting describes changes on how, when and with whom crafters interact in their work (e.g. becoming friends with colleagues one's share same interest or skills). Cognitive crafting describes the changes employees make on the way they perceive or define themselves at work and the way they see their work in general, targeting a more personally meaningful job (e.g. trying to recognise the impact of their work on the organisation or the society).

Berg, Dutton and Wrzesniewski (2013) also proposed three different techniques for each crafting category which workers may use in their daily working life to enhance meaningfulness. Regarding task crafting, it could be performed by adding, emphasizing and redesigning tasks. Relational crafting could facilitate meaningfulness by building, reframing and adapting relationships. A similar perspective that occurs in any organisation is micropolitics and refers to strategies and actions utilised by employees and teams in organisations to further their interests (Hoyle, 1982). Based on Kelchtermans and Ballet (2002) micropolitics perspective is important for improving teachers' education and induction programmes and strategies.

Cognitive crafting can occur without altering anything objective or physical about job itself but by expanding, focusing and linking perceptions that imbue themselves and their job with higher value and significance. On the whole, since job crafting both affects tasks and interpersonal dynamics in the workplace, it makes a unique contribution on individuals and organisations, particularly regarding performance (Berg, Dutton & Wrzesniewski, 2008).

2.3.4 Job crafting motivation and perceived opportunities

Wrzesniewski and Dutton (2001) introduced a job crafting model regarding motivation and perceived opportunities for job crafting. The model suggests that employees' motivation to engage in job crafting arises from three basic needs. Firstly, employees craft

to gain control over their certain job aspects so that they would avoid feeling disengaged from work. Secondly, employees need to enable a positive sense of them, expressed and confirmed by others thus, they may alter certain aspects of their job by crafting. Thirdly, job crafting is a mean that allows them to fulfil their basic needs of connection to other people. By satisfying those needs for change, employees aiming to enhance their job meaning and positive work identity, since crafting allows them to experience job differently and investigate other work purposes.

These three basic needs are more likely to spark job crafting behaviours when employees perceive the existence of opportunities for them to engage in crafting as supported by the job crafting model. Perceived opportunity to craft is defined as "the sense of freedom or discretion employees have in what they do in their job and how they do it" (Wrzesniewski & Dutton, 2001, p. 183). It is also psychologically positive implying a sense of possible gain, autonomy to act and sense of ability or ways to act (Jackson & Dutton, 1988; Lazarus & Folkman, 1984). Before engaging in job crafting, what is important for employees is their perceptions regarding the opportunities existing in the workplace that spark this motivation for crafting.

Job crafting perceived opportunities discussed below are essential in the workplace since combined with sufficient job resources and optimal challenges motivate people to engage in crafting which in turn facilitates well-being. Autonomy, power and discretion increase the opportunity for workers to craft by changing their job tasks, the way they execute the tasks and the interpersonal dynamics of the workplace which impact on individual and organisational performance in a beneficial or costly way (Wrzesniewski & Dutton, 2001). Job challenges and task complexity are also seen as opportunities positively associated to crafting since they both indicate that demanding job aspects stimulate such proactive behaviours (Berg, Wrzesniewski & Dutton, 2010; Ghitulescu, 2006).

Wrzesniewski and Dutton (2001) state that individuals recognise the spark of crafting motivation by perceiving that certain opportunities exist within their working environment. Proactive personality and being promotion focused also seemed to motivate individuals to craft their jobs (Demerouti, 2014). Berg, Dutton and Wrzesniewski

(2008) suggest that job crafting motivators promote resourcefulness that is derived from the individuals themselves, with the most essential source stimulating crafting to be trusting relationships between employees and supervisors which encourage people to feel comfortable to take risk and achieve desirable outcomes. Following, flexible working practices are discussed which are assumed by the current study as perceived opportunities for employees' job crafting behaviours.

2.3.4.1 Flexible working practices as perceived opportunities

The theoretical underpinning of flexible working practices which is widely used in the organisational literature is considered worthwhile to be further discussed regarding its impact on employees' motives to engage in job crafting. The organisational trend of shifting work responsibility to employees can relate to job crafting which challenges employees to take the personal initiative to customize their own job (Oldham & Hackman, 2010).

In Europe flexibility in the workplace is an unclear concept with overlapping terminology. Flexibility receives various meanings depending on the context and the purpose is utilised for by researchers. By definition the word flexibility means 'the ability to change, cope and adjust to variable circumstances in order to meet particular needs'. The definition utilised to best describe the term for the current study identifies flexibility as a workplace practice or a number of practices that allow employees to manage their working life in a way that is in agreement to their personal life aiming to balance them.

Flexibility has been introduced in organisations as an attempt to respond to the market pressures especially work intensification, by shifting the primary responsibility from managers to the employees utilizing a range of flexible practices (Burchell, Lapido & Wilkinson, 2002). Such practices are flexi-time, remote working, part-time employment, job share, career breaks, annual hours, zero hours contracts, temporary employment and maternity/paternity/career leaves (Tregaskis et al., 1998; CIPD, 2005).

Flexible working practices given by organisations to employees as primary solution to pressures and workload in the workplace are conceptualised as condition resource which by definition means a structure or state allowing access or the possession of other resources (Alvaro et al., 2010). It might be an "existing stock of resources" which along with other practices-resources is able to obtain and protect valued resources such as well-being and performance (Brotheridge & Lee, 2002). Besides flexibility, existing job design characteristics and organisational practices such as autonomy, manager and peer support as condition resources might also act as stimulants of job crafting within a demanding working environment.

The main difference identified between job crafting and flexibility is that the former is clearly employees' own initiative whether they will engage in crafting behaviours to alter their job, holding "the driver's seat" (Berg, Dutton & Wrzesniewski, 2013). The latter is a wide range of policies for example flexi-time, remote working and part-time employment, given by employers as a win-win solution to inevitable changes (Wheatley, 2016). Organisations' embracement of practices such as casual dress, flexible working hours and remote working create the conditions to encourage employees to engage in job crafting (Wrzesniewski & Dutton, 2001).

Regarding to Elkin and Rosch (1990) organisation-directed strategies such as flexible work arrangements, social support-feedback, redesign of work environment, fair employment policies and fair methods for the distribution of rewards are also primary job stress interventions. These changes on the design, organisation and management of work are able to tackle sources of work stress or to design resources of positive well-being in the workplace (Arnold et al., 2010).

Flexible arrangements are important means that facilitate balance of work and personal commitments (Evans 2001; Glass & Estes, 1997; Dex & Smith, 2002) and they generally have positive outcomes on employees and organisations (Romaine, 2002). Several studies suggest that workplace flexibility reduces high work pressure (Nolan, 2002), stress (Kelliher & Anderson, 2008) and labour turnover (Kelliher & Anderson, 2008; Fleetwood, 2007) while it increases physical and mental well-being (Russell, O' Connell & McGinnity,

2009) and productivity (Fleetwood, 2007). It facilitates work life balance and creates a flexible economy (Tomlinson, 2007). Flexibility also indicates a major positive impact on employee motivation (CIPD, 2005; Fleetwood, 2007) and work-life balance (Kelliher & Anderson, 2008). Even though flexible working arrangements enhance control and autonomy, they provide employees with fewer opportunities for learning (Kelliher & Anderson, 2008). Certain types of arrangements are associated with slightly different outcomes. Findings upon the most widely offered practices are presented following: flexi-time is likely to positively affect job satisfaction (Baltes et al., 1999) and negatively affect absenteeism (Kelliher & Anderson, 2008); remote working is mainly linked to lower stress levels (Raghuram & Wiesenfeld, 2004) and part time employment tends to reduce work pressure (Russell, O' Connell & McGinnity, 2009).

2.4 The current study

The current study aims to examine the role of job crafting when employees are called to work under work intensified demands such as tight deadlines, shortage of time to finish tasks and high work speed. The two literature review chapters provided an extended overview of the previous research on work intensification, job crafting and flexible working practices highlighting the rationale of the current study. The areas that needed to attract more research attention are directed firstly on job crafting motivation, secondly on perceived opportunities for crafting, and thirdly crafting's essential role for employees (Berg, Wrzesniewski & Dutton, 2010). The following section briefly discusses the most important literature for building the current study's assumptions leading to the four aims of the study.

Work intensification is a job demand related to difficult working conditions and deprived autonomy for employees (Kubiceck et al., 2012). According to Wrzesniewski and Dutton (2001) individuals experience higher levels of motivation to craft under the circumstances they feel that their needs are not satisfied by their job design. Similarly, a study on collaborative crafting supports that low control motivates individuals to craft, aiming to satisfy this need for control (McClelland et al., 2014). COR model (Hobfoll, 1989) posits

that individuals that experience loss or threat of loss would strive to obtain, protect and regain their lost valuable resources. Parker et al. (2017) assumed that job crafting might compensate employees for poor job design. As a result, employees who experience loss of resources because of work intensification would presumably engage in job crafting in order to compensate for this loss. In consistency with the above, employees would engage in job crafting in order to prevent this loss of resources they experience in work intensified demands and regain control and autonomy over their working life aiming to better fit their sense of what and how job should be.

Previous literature indicated that little is known about individual, interpersonal, occupational and organisational aspects that may act as facilitators or limitations of job crafting (Morgeson, Dierdoff & Hmurovic, 2010). It remained questionable whether certain practices, group dynamics and managerial behaviours foster employees to craft their jobs (Berg, Dutton & Wrzesniewski, 2013). The current study was focused on the exploration of the role of organisational practices such as flexible working practices opportunities for employees to engage in job crafting behaviours. Another research gap in the crafting literature was its impact on employees and organisations, according to Wrzesniewski and Dutton (2001). The majority of the studies were focused on the assumptions that job crafting is by default a positive influence for employees. However, the current study followed a more neutral approach allowing for investigation regarding job crafting outcomes on employees' well-being. To sum up, this study was an attempt to research on and inform the initial model of job crafting of Wrzesniewski and Dutton (2001) regarding motivation for job crafting, perceived opportunities that spark this motivation for crafting and its effects on employees.

In line with previous research gaps, the current study attempts to investigate the following four aims highlighting its originality. The first aim of the study is: The advanced understanding of employees' work experiences and perceptions, considering today's work demanding circumstances, such as tight deadlines, shortage of time and high work speed. The second aim is: The examination of the motivation behind job crafting engagement in work intensified circumstances. The third aim is: The exploration of the

influence of organisational practices such as flexible working on employees crafting engagement. The fourth aim is: The examination of the impact of job crafting on employees' well-being outcomes.

The current study followed an exploratory sequential mixed methodology design conducted in two main phases. Study 1 is the qualitative phase where twenty semi-structured interviews were conducted to examine how employees respond to increasing pressures in their working lives and guide the development of the research model and hypotheses. Study 2 is the quantitative phase where a self-reported questionnaire was distributed to a large sample of employees following a 3-months lag longitudinal design, aiming to examine the research model and hypotheses of the study. The following chapter describes the methodological design and the qualitative phase of the study.

Chapter 3 Study 1

Overview of the chapter

This chapter discusses Study 1, the qualitative phase of the research which explores how employees generally experience their working environment and their workplace demands. It firstly presents the research questions and a model of assumed relationships between the variables that highlight the main purpose of the phase which is the development of a strong research model to be tested in Study 2. Then, an extended discussion regarding the mixed methodology leads to the Study 1 design and the pilot interviews. This was an initial exploratory phase of three interviews that led to the qualitative study particularly aiming to ensure the right interview materials and processes for Study 1 were followed. Finally, the chapter presents the data analysis and the findings of the interviews that informed the research model development, followed by a brief discussion.

3.1 Research Questions

Study 1 is designed as the primary exploratory phase of the study that aimed to address and explore the following research questions. The first research question is: Do employees experience work intensification in their workplace and in what ways? The second research question is: How does work intensification affect the employees who experience it in their workplace? The third question is: How do employees who are experiencing work intensification cope with this phenomenon? The fourth is: Do employees' coping mechanisms make any difference to them and/or to others in their workplace? The fifth question is: Are there any organisational practices available in the intensified workplace? and the sixth is: What effects do these practices have on the employees?

3.2 Mixed methodology design

The current section is a detailed overview of the philosophical and technical issues emerging from the mixed methods design of the current study. Bryman and Bell (2011) state that when it comes to the mixed methods, a debate arises upon the nature of quantitative and qualitative design between the epistemological and the technical versions. The former argues that the two methods are based in incompatible epistemological and ontological principles; thus, mixing the two is impossible. The latter recognizes the distinctive epistemological and ontological assumptions behind the two methods, but argues that the connection between each philosophical stance and method is not fixed and ineluctable. Researchers positioned in the technical version give prominence to the association of the strengths of the two methods, regarding data collection and analysis techniques. Therefore, this version suggests that mixed methods design is feasible and desirable.

According to Bryman (1984) the representation of divergences is difficult when you use both quantitative and qualitative methods because philosophical and technical issues tend to be treated simultaneously and often to be confused. Philosophical issues refer to the questions of epistemology and ontology, while technical issues have to do with the consideration of superiority or appropriateness of methods of research in relation to one another.

However, the understanding of ontology and epistemology is essential in order to consider the "before" underpinning features of research design. Three main reasons highlight the importance of transparent awareness of epistemological and ontological assumptions: (a) the need for the researcher to understand the logic behind other studies' approaches to social phenomena to avoid confusion, (b) this understanding will help the researcher to recognise other's positions and defend her own and (c) the need to grasp the directional relationship of key research components e.g. methodology and method (Grix, 2002).

3.2.1 Ontology

Ontology is the starting point of all research which is logically followed by the epistemological and methodological position. Ontological and epistemological positions can consciously shape a study's research questions and design. Although, the researchers' views and experiences influence the research process in general (Grix, 2002), they should try and be transparent about both ontology and epistemology so that their effects on the research are clear and open.

Ontology is the system of belief of how individuals interpret the nature of reality orientated in two positions: objectivism and constructionism/ constructivism (Bryman & Bell, 2011). The first ontological position supports that social phenomena and their meaning exist independently from social actors while the latter suggests that social entities are social constructions continually being accomplished by social actors (Bryman, 2003).

Ontological identification is critical at the beginning of a research process since it is seen as a determinant of the whole research design in terms of epistemology, methodology and methods selection (Bryman, 1984). A researcher who chooses a mixed methods design adopts an ontological position which validates both objective reality and construction of social meanings. The purpose, along with the hypotheses of the current study, requires the adoption of both ontological positions in order to be fully examined.

Regarding objectivism, the current research studied phenomena such as work intensification and organisational working practices which at some extent exist in the workplace reality independent from employees who are seen as social actors. On the other hand, regarding constructivism, the study examined how employees experience work intensification and flexible working practices, how they perceive them and how they cope with them, and how they impact on their well-being. In this case, employees as social actors are those creating the reality for the social phenomena such work intensification based on their perceptions and actions.

3.2.2 Epistemology

Epistemology is concerned with the theory of knowledge regarding to methods, validation and the possible ways to gain knowledge of social reality. Namely, epistemology makes claims about what is or should be considered as acceptable knowledge in a discipline (Bryman & Bell, 2011). The focus of epistemology is on the knowledge-gathering process, as well as the development of new models or theories, better than competing models and theories (Grix, 2002).

Epistemological positions are place in a continuum with two extreme perspectives in each side, positivism and interpretivism (Bryman & Bell, 2011). The former position supports the application of the natural sciences' methods to the study of social reality and beyond, namely that there is a truth out there to be discovered. The latter is based on the insight that a strategy is needed that respects the social scientist to understand the subjective meaning of social action, in other words that the truth is developed through social interaction (Grix, 2002).

An alternative epistemological stance which gained an increased attention in research and evaluation in social sciences is realism (Sayer, 2000). Philosophical realism advocates that the natural and social sciences can and should apply the same kind of approach to data collection and explanation, and also that there is an external reality separated from the description scientists have about it (Philips, 1987; Bryman & Bell, 2011). Greene (2007, p.79) states that realism is "the most valuable stance for mixed methods design since it tends to produce generative insights and depth of understanding as well as to promote a meaningful engagement with difference and a dialogue across paradigm boundaries".

Realism is able to facilitate an effective collaboration between quantitative and qualitative researchers and can constitute a productive philosophical stance for mixed method research design (Maxwell & Mitapalli, 2010). Realism as a dialectic stance for mixed methods allows the compatibility of methodological characteristics of quantitative and qualitative research and also facilitates the cooperation and communication between them (Greene, 2002). Various researchers consider realism as a productive stance for

both methods and as an influential perspective for mixed method design (Mark, Henry & Julnes, 2000; Weisner, 2005).

Besides the value of realism regarding its compatibility with different research designs and its pragmatic orientation to methods, it is essential for the conduct of research (Maxwell & Mittapalli, 2010). Specifically, realism is able to deal with the mismatch between reason explanation and cause explanation since it shows that reasons can be considered as real events, part of a causal relationship, which lead to the action. Secondly, realism posits that the social and physical context of an individual, causally influences their perspectives and beliefs which are seen as real and separate phenomena that have a causal interaction with one another. Realists set a framework that helps individuals to better understand the relationship between their perspectives and actual actions.

Maxwell and Mittapalli (2010) below, expand on the realism applicability within mixed methodology. Realism provides a perspective which enables the better integration of quantitative and qualitative methods, and allows mixed methodology researchers to understand the phenomena they study. This philosophical stance promotes a more coherent and equal combination of quantitative and qualitative approaches and increases their usefulness.

Considering the above, the current study has adopted realism as its philosophical stance. The current study not simply follows a mixed methodology design seeking to integrate both quantitative and qualitative methods, but also intends to examine causal-effect relationships between perspectives and actions of the employees-participants and how these are affected by their social and physical context in the workplace. Particularly, the qualitative phase explores the work experiences of employees in a work intensified environment while the quantitative confirms the findings and allows for cause-effect relationships between work experiences and their impact on employees to be examined.

3.2.3 Methodology

Methodology is supported by the ontological and epistemological assumptions of the study and represents the adoption of the approach and research methods in the study (Grix, 2002). The role of theory in research design is another issue that needs to be taken into consideration before the process starts. The debate within methodology is grounded on the question: what is the relationship between theory and research that leads to two different positions: deductive and inductive theory (Bryman & Bell, 2011). A deductive approach suggests that theory guides and influences the data collection. Theoretical considerations are made prior to, then hypotheses are tested by empirical observation thus specific instances are deduced from the general inferences. An inductive approach suggests that theory occurs after the collection and analysis of the data in contrast to deductive method, while general inferences are induced from specific instances.

Deductive strategy is mostly related to quantitative while inductive to qualitative research methods (Gill, Johnson & Clark, 2010). However, both strategies are better to be treated as tendencies rather than as "hard-and-fast distinction" since the relationship of theory and research in practice is to large extent, not as clear-cut as it is seems (Bryman & Bell, 2011). The current study has adopted both inductive and deductive strategies, applicable in the qualitative and quantitative phase, respectively. In regards to the inductive strategy, the current study utilised the pilot interviews and semi-structured interviews to firstly explore, and build the relationships between the variables and describe the bigger picture of the phenomena that have been studied. For the deductive approach the study utilised self-reported online questionnaires to examine the hypotheses formulated at the start of the research led by the theory and the qualitative findings.

3.2.4 Philosophical paradigms

A paradigm is defined as "a set of beliefs that influences scientists in a particular discipline on what should be studied, how research should be done and how results should be interpreted" (Bryman, 1988a, p.4). Paradigm is also referred as: worldviews that guide

the action (Guba, 1990), epistemology and ontology (Crotty, 1998) and broadly conceived research methodologies (Neuman, 2009). Worldviews are seen as general philosophical orientations about world and nature brought to the study by the researcher. Based on discipline orientations, supervisors' advice and past experience, worldviews are leading to the embracement of the research methods approach (Creswell, 2014). The most widely used paradigms in social and behavioural sciences are: positivism, postpostivism, constructivism, transformative and pragmatism (Creswell, 2014; Tashakkori & Teddlie, 1998).

Pragmatic paradigm is a practical and outcome-orientated philosophical worldview that derives from actions, situations and consequences (Creswell, 2014) which makes it the most appropriate for the current study nature. Pragmatism generally provides researchers with an immediate and useful middle position philosophically and methodologically (Johnson & Onwuegbuzie, 2004). Namely, pragmatic epistemology accepts the external reality, choosing explanations producing the best desired outcomes; its ontology is both objective and subjective while its methodology is deductive and inductive (Tashakkori & Teddlie, 1998). Pragmatic researchers give more emphasis to the research problem instead of the methods thus they use all the available approaches to understand this problem, to better answer their research questions to derive knowledge (Rossman & Wilson, 1985). To sum up, pragmatists follow the philosophical underpinnings of both quantitative and qualitative research design (Morgan, 2007) and are being flexible within their investigative techniques (Onwuegbuzie & Leech, 2005).

Cherryholmes (1992), Creswell (2012) and Morgan (2007) express their views upon the philosophical basis of pragmatic research that allow the researchers to adopt different worldviews, assumptions and multiple forms of research design, data collection and analysis. Pragmatists are not committed to one specific philosophical system or reality so they have a freedom from choice. They also do not see the world as an absolute unity but that the research occurs within social, historical, political and other contexts. Pragmatists solve traditional philosophical dualisms and issues on methodological choices by believing

(a) in the existence of an external world independent of the mind and (b) that meaning and knowledge to be tentative and changing over time.

Pragmatism offers various advantages thus the current research design is based upon this philosophical paradigm. Pragmatists tend to view research as a holistic attempt which requires continuous engagement, persistent observation and triangulation (Lincoln & Guba, 1985). They are positive towards mixed methodology, so they are in a better position to use the one approach to inform and verify the other one. Although challenging (Johnstone, 2004), pragmatists are able to merge researcher's and participants' concerns within the same study and incorporate the strengths of both methodologies (Onwuegbuzie & Leech, 2005).

3.2.5 Methods

Besides the philosophical issues, the technical issues of the current study need to be considered especially within the widely used combination of both quantitative and qualitative methods. Mixed methods study is defined as the collection or analysis of data using both methods in the same study (Creswell et al., 2003). These data might be collected concurrently or sequentially, be prioritized and integrated in later stages of the research process.

According to Bryman (2009), a research design including mixed methods increased with the 12-17% of articles in business and management to be grounded in this methodological approach. Alise and Teddlie (2010), examining published journal articles found that 11% of empirical articles state that mixed methods design seemed to acquire credibility in business studies and it is employed as a distinctive research strategy on a quite regular basis.

Probably, the most important challenge for researchers planning to conduct a mixed methods study is to convince the others for the value of the approach (Creswell & Clark, 2010). Bryman and Bell (2011) suggest that, mixed methods approach tends to occur when the researcher is unable to rely on one of the two, qualitative or quantitative

method alone, but there is a need for the study findings to be based on one method drawn from the other. Expanding on this idea Creswell (2013) suggests that, the collection of diversified type of data using mixed methods provides a more complete understanding of the research problem. A researcher in a mixed method design is able to overcome the weaknesses of the one method by using the strengths of the other (Johnson & Onwuegbuzie, 2004). Mixed method design allows for the combination of strengths and weaknesses of both methodologies aiming to reduce the possibilities of generating erroneous or misleading findings since broader range of issues could be addressed (Philip, 1998).

The current study will follow an exploratory sequential mixed methodology which is applied to serve a developmental purpose. Greene, Caracelli and Graham (1989) give 'Development' as a main purpose for combining the two research approaches which is the most applicable to the current study since it seeks to use the results from the qualitative stage to develop and inform the quantitative in terms of the sample, the instruments, the hypotheses, the variables and the research model. The rationale upon using it, is the increase of the construct and results' validity by taking advantage of each method's strengths.

Creswell (2013) refers to different mixed method designs in terms of their implementation such as the exploratory sequential which guides the current study: qualitative semi-structured interviews followed by a self-reported online questionnaire. Both quantitative and qualitative stages have equivalent design status, namely are equally important stages for the study. However, the qualitative approach which is employed to explore the participants' views upon their workplace experiences will be used as a basis for the follow up quantitative design. Since the research in this field is limited, the interview findings will help with the building of an online survey which best fits the needs of the study, regarding the sample, the specific variables and their relationships as well as the hypotheses and the conceptual research model.

Based on Creswell et al. (2003) the sequential exploratory design provides the research with particular strengths and weaknesses. For example, the straightforward nature and

its easy implementation because the research methods follow clear and separate stages. Additionally, this design allows the researcher to describe and report the results more easily in two distinct stages and sum all the outcomes up at the discussion part. The weakness of the sequential design though, is the length of time needed for the completion of both phases. The greatest challenges of this mixed method design are the difficulties upon the selection of the suitable qualitative data to build the quantitative stage as well as the sample of both stages.

3.3 Pilot interviews

A pilot qualitative mini-phase was conducted before commencing the official data collection, in order to ensure that the design and materials of Study 1 were following the right procedures. At this initial stage, three semi-structured interviews were performed with three accountants. The pilot interviews were an opportunity to test and further develop the semi-structured interview materials, constructed for the main qualitative phase. Particularly, the pilot interviews helped on the implementation of the necessary changes upon the questions of the schedule.

The pilot interview schedule was developed based on a theoretical background including introductory questions to encourage the participants to share their experiences; targeted questions specifically on work intensification, flexible working practices and job crafting, and a final open question to allow for participants to freely express thoughts and experiences (see Appendix A).

Particularly, all questions examining work intensification, flexible practices and job crafting emerged from the literature for each one of the constructs. For example, questions like "Do you think that your working life is intense and busy e.g. under high work speed, tight deadlines to catch, lack of time to finish a task, unmanageable workload?", "Does your organization offer you any kind of flexible working practices?" and "Is there anything you personally do to deal with the intense demands of your workplace e.g. changes in tasks, relationships, attitude/perception of your job?"

originated from the definitions of work intensification and flexible working practices, respectively. The questions "If you experience intensification in your workplace how does this affect your work-life e.g. put more effort, feel stress/ tension and lose job meaning?", "Do you think that intense workplace affects you as a person e.g. well-being, performance, health?", "Do these practices affect your work-life either positively or negatively?" and "Do you think that you gain something by using the offered flexibility practices?" aimed to examine the effects of the work intensification, flexibility at work and job crafting on a personal level. Finally, the questions "Do you think that there is anything your organization does to help you deal with the above situation e.g. autonomy, flexibility, support, rewards?", "Are there any factors either personal or within your workplace that facilitate the process of making changes?" and "Do you think they can make any difference in your feelings about your workplace?" emerged from the literature of coping mechanisms.

The pilot interviews analysis indicated useful insights regarding the questions and the participants' experiences on the topic and an essential developmental part of the qualitative phase. In terms of the schedule design, this phase was crucial for the development of the semi-structured interview questions indicating necessary changes. One of the key changes made was the review of the main questions of the interview schedule which was leading participants' answers to a specific direction about the under examination areas of the study.

The leading questions were transformed to more general, while prompt questions have been added to the new semi-structured interview schedule. The questions were written in a simpler way, shorter and clearer, giving the opportunity to the participants to direct their answers depending on their own experiences. The prompt questions were helpful for keeping the conversation on topic and ask participants clarifications or to provide with further details on specific areas and experiences.

The finalised semi-structured interview schedule included one main question for each of the constructs work intensification, job crafting and flexible working practices and few short prompt questions. The changes made on the initial questions transforming them to

main and prompt, allowed for more cohesion and flow among the different themes. Some examples of the main questions exploring the three constructs are: "Think about your working life, how does it compare to your friends and family?", "How do you cope? What do you do?" and "Is there anything your organization does to deal with the situation?"

Besides the developmental purpose of the pilot stage, the interviews captured useful insights regarding the working experiences of three accountants who happened to be also partners in small accounting firms. The three interviewees voluntarily participated in the pilot phase with all processes for data collection to be followed. Ethics approval was granted by the Research ethics committee of the University prior to the interviews. Further details on the ethics approval for the study and the pilot consent form could be found on the Appendices B, C and D.

The key themes and challenges emerging from the pilot interviews were analysed and reported based on a simple thematic analysis (Braun & Clarke, 2006). At first, the interviews were transcribed and coded by generating initial codes. Potential themes were emerged and all the relevant data for each theme was gathered. Themes were then reviewed, defined and named based on the relevant literature (see Appendix E).

Important outputs were revealed from the three interviews which are discussed below. Accountants reported experiencing either high or low intensification in their workplace determined by workload pressure, work speed and mainly deadlines negatively impacting on their physical and mental health. The most widely used flexibility practices of their organizations were part-time employment, flexi-time and remote working which were also reported as useful for organizations and positive for employees' well-being and work-life balance.

The participants, although unfamiliar with the term job crafting, seemed unconsciously changing task and relational aspects of their working lives, when they were facing intensification and pressure in their job. Autonomy, support, trust, flexibility, social ties even gender differences seemed to them to affect their engagement in crafting behaviours. Surprisingly, the participants reported that personality characteristics, skills

and other individual differences such as gender, social and financial responsibilities were considered as motivating factors of dealing with pressures and enhancing well-being.

Generally, the findings provided a more realistic view upon the purpose of the study and the relevance of the topic to the contemporary workplace. Even though, brief and short, this phase served its pilot purpose, helping the researcher to ground the next steps of data collection, especially Study 1 with the development and finalization of the semi-structured interview (see Appendix F). Finally, the pilot phase allowed the exchange of ideas between the practitioners and the researcher thus, not only encouraged a more thorough understanding of the phenomena under examination but enhanced the researcher's communication and interviewing skills. To sum up, the pilot phase equipped the researcher with the appropriate theoretical and practical skills and tools to conduct Study 1.

3.4 Study 1 Design

Study 1 is the main qualitative phase of the study aiming to examine how employees respond to increasing pressures of time and workload in their working lives. As part of this phase twenty semi-structured interviews were conducted with employees with demanding working lives such as high work speed, working under tight deadlines and shortage of time to complete a task. According to the Third European Survey of Working Conditions (ESWC) white collar workers employed in managerial and administrative positions frequently work under high work speed, tight deadlines and limited time to complete a task which gives the rationale of choosing the current type of workforce to address the qualitative phase to (Green, 2002).

All participants were voluntarily engaged and asked to provide their consent through an information sheet and a consent form (Appendix G), ensuring that all information shared during the interview would be treated with high confidentiality and anonymity. All interviews were recorded and then transcribed in order for the main findings to be identified and interpreted.

Generally, qualitative research methods are directed towards understanding of meanings and subjective experiences. As a result, they are widely used in poorly understood or complex areas to provide new insights and knowledge (Fossey et al., 2002). Study 1 aims to enrich the researcher's insights by attempting to give as much answers as possible to the six research questions of the study and to develop the Study 2 model.

This phase was based on the inductive methodological approach, since the participants were called to share their experiences to ground the theory afterwards. The interviews allowed for the in-depth examination of the subtle and dynamic interplay of the main constructs at the individual level (Davidson et al., 2008). The interviews attempted to collect valuable information about employees' responses to the increasing work pressures along with their general working experiences such as job crafting engagement, flexible working practices and other organisational practices. The interviews were analyzed using qualitative content analysis technique aiming to firstly explore and align the theoretical background to the workplace reality, and secondly to develop the next steps of the research.

3.5 Sample

Participants were recruited through researchers' connections and Networking events between academics and professionals at the University. These first participants provided names and contact details of other colleagues or friends that were interested to take part in the study. Also a post was published on employees' professional groups in social media searching for volunteers to participate in the study. This technique is known as snowball sampling in which the initial small number of participants suggests other individuals to be sampled because they have the experience or characteristics qualifying them to participate in the research (Bryman, 2016).

Snowball sampling is a strategy utilised by researchers when probability sampling is difficult to be employed but they seek for one kind of diversity regarding their participants. According to Noy (2008) the advantage of employing snowballing is the

ability to capitalize on and to uncover the connections among individuals in networks, at the same time. Since the current study was seeking office-based participants from different companies, job roles, and sectors, in consistency with its qualities, snowballing was considered as the most appropriate sample technique to employ participants.

From the 20 participants the 11 were male and the other 9 female, a fact that gives a representative percentage for both genders. Regarding the sample size, the study practically followed the theoretical saturation principle according to which the researcher continues interviewing until ensuring that "new data no longer suggest new theoretical insights on new dimensions of theoretical categories" (Bryman, 2016, p. 412). The interviews were continued until the data collected were considered sufficient to explore the research questions in depth, and inform and develop the initial research model to its final version.

The sample nationalities varied with 7 British, 6 Cypriots, 3 Greeks, 2 Portuguese, a Bulgarian and a Venezuelan. The different nationalities allowed for diversity in the sample and for any cultural differences to appear during the data analysis. A cultural dimension that finds its application to these nationalities is uncertainty avoidance that reflects the extent to which individuals feel threatened by unknown situations and created beliefs that try to avoid them (Hofstede, 1980). From the above nationalities only British are categorized as low in uncertainty avoidance levels, while all the others are considered to experience it in high levels.

Interviewees were all professional employees with varied job titles and positions in terms of ranking and occupation including, trainees and graduates, project managers, secretaries, officer analysts, a director and a partner. Regarding the size and the nature of the organizations there were participants working for large firms banking groups, multinational enterprises, a University, transportation and logistics companies, as well as small engineering start-up, designing, catering and hospitality companies. The companies were based in Leeds, London, Oxford and Birmingham. Table 1 below presents participants' details and demographics.

Table 1. *Participants' demographics*

Participant	Role	Sector	Nationality	Gender
1	Case Handler	Banking	British	male
2	Program Management Office Analyst	Banking	Bulgarian	female
3	Management Trainee	Banking	Greek	male
4	Service Portfolio Analyst	Telephone service provider	Venezuelan	male
5	Project Support Officer	Telephone service provider	British	male
6	Project Supervisor	Gas Provider company	Greek	male
7	Global Subcontracting Executive	Legal Services	Cypriot	female
8	Lead Electronics Designer	Engineering Start-up	Cypriot	male
9	Graduate civil engineer	Engineering company	Cypriot	female
10	Head of Human Resources	NHS	British	female
11	Research Funding Coordinator	University	Cypriot	female
12	Self-employed	Catering services	British	female
13	Business Tester	Banking	Portuguese	male
14	Tax Consultant	Financial services	British	female
15	Director	Media Company	British	male
16	Secretary and Registraar	University	British	female
17	Quantitative Consultant	Financial Services	Portuguese	male
18	Project Manager	Logistics	Greek	female
19	Facilities Manager	Transportation Company	Cypriot	male
20	Software development	IT services	Cypriot	male

3.6 Procedure

Tracy (2010) stated that a high quality qualitative research may be achieved by using eight "big-tend" criteria: (a) worthy topic, (b) rich rigor, (c) sincerity, (d) credibility, (e) resonance, (f) significant contribution, (g) ethics, and (h) meaningful coherence. The current study followed her advice regarding these criteria throughout the process of holding and conducting the interviews and generally the whole qualitative phase.

Starting from the topic, it could be characterised as worthy since work intensification and its impact on employees and the role of job crafting is relevant, significant for the modern workplace and original. It is also rigorous with sufficient sample and time spend to explore the topic and use of complex and appropriate theoretical constructs to explore employees working experiences in a work intensified context. Regarding sincerity the study is transparent about the research process and self-reflexive. Credibility has been achieved through the reflections of the supervision team on the phase conduction and the data analysed. In terms of resonance, the study is characterised by transferability of findings due to the diversification of the sample. Contribution, coherence and ethics were also met and discussed in more details following in the chapter.

Study 1 explored the views of professional employees in managerial and administrative positions on work intensification, job crafting, organisational practices and their effects in their working life. The basic aim was to recruit white collar workers in different roles and positions from several organizations, thus the sample would be random and representative.

The majority of the interviews were conducted face to face, however some of the participants, especially those located in other cities such as London, Oxford and Birmingham preferred the Skype video call because it was easier, more convenient and less time consuming for both the researcher and interviewee. The participants were provided with an information sheet and a consent form- those via Skype electronically. They were also informed orally, right before the beginning of the interview, about the ethical procedures followed. Participants had the right to withdraw their participation before the analysis of the data as the whole participation was absolutely voluntary.

3.7 Ethical Considerations

There were no severe potential risks since human participants were called to answer semi-structured questions for 30 to 40 minutes. However, in case that some series of questions would cause a kind of distress or raised any concerns to the participants, they were advised to seek support from their HR Department or their GP. The participants firstly gave their consent and they were asked permission for their interview to be recorded for the facilitation of the transcription process. Participants that felt uncomfortable to answer any of the questions they had no obligation to do so with no need to justify their decision.

All resources utilised to prepare the semi-structured interview schedule followed the Copyright and Intellectual Property Rights based on the Code of Research Conduct and Ethics of Leeds Trinity University. Consistent with that, care was taken in the utilisation of source materials published or unpublished ensuring the requirements of intellectual property and copyrights.

All data related to their participation in this study have been held and processed in the strictest confidence, in accordance with the Data Protection Act (1998). No identifying details have been recorded on their interview responses and the data remained anonymous through all research stages. All data have been held securely in password protected computer and on the University password protected cloud. No one outside of the research team has access to the individual data. Participants have been given a consent form about the research that informed them about the aims of the study, confidentiality and anonymity as well as their rights and obligations by accepting to participate.

All individual responses have been treated with strict confidentiality and anonymity, however if participants wish to withdraw from the study, they had the right to do so at any time before data analysis. They were under no obligation to answer every question and they could withdraw at any point without needing to justify their decision. The research met the strict ethical guidelines required by the Leeds Trinity University and the British Psychological Society. All participation was voluntary and there was no obligation

for any person to take part. Each participant has been given a unique code, thus participants' identity is protected in case of findings' publication. Participants' names are not linked to the research materials, and they are not identified or identifiable in the results' reports.

3.8 Data Analysis

3.8.1 Method of Analysis

Within three weeks in December 2015 the interviews were conducted and transcribed and then prepared for the analysis process. The technique implemented to analyse the semi-structured interviews was the content analysis since thematic analysis was not the most appropriate method for the methodological stance of the study. Content analysis is defined as "the research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns" (Hsieh & Shannon, 2005, p. 1278). It focuses on the characteristics of language examining the contextual meaning or the content of text data (Tesch, 1990), obtained from focus groups, observations, narrative responses and interviews (Kondracki et al., 2002). Content analysis involves the establishment of categories and the identification of the frequency of their existence in qualitative data (Joffe & Yardley, 2004), aiming to bring together the differences and commonalities of participants' subjective experiences.

This analysis method is characterized as flexible and pragmatic, aiming to develop and extend knowledge (Cavanagh, 1997). Research in the management field revealed that content analysis is influential for the conceptual and analytical flexibility of the method which allows the inductive and deductive approaches to be mixed, in a basis of a rich qualitative insight and a rigorous quantitative analysis (Duriau, Reger & Pfarrer, 2007). In addition, the replicable methodology of content analysis allows the investigation of broad range of organisational phenomena, as well as deep individual and collective structures for example values, attitudes, intentions and cognitions (Carley, 1997).

Content analysis has methodological and practical benefits, such as the ease of correcting coding scheme flows detected as the study proceeds, appointing it as a safe methodology (Woodrum, 1984). A correct content analysis entails reliability and validity checks which foster the creation of a replicable database (Lissack, 1998). Implementation of content analysis in conjunction with other methods also allows the triangulation of the analysed data (Kabanoff, 1997). Content analysis is an efficient and effective method to interpret large amount of qualitative data but with a main limitation: it occurs at the manifest level and might be considered as fairly superficial by producing quantified categories of data (Crowe, Inder & Porter, 2015).

3.8.1.1 Directed Content Analysis

Content analysis is a widely used technique in qualitative research and entails three different approaches: the conventional, summative and directed. Although all three approaches interpret meaning from the text data content, they have major differences regarding coding schemes, codes' origins and threats to trustworthiness (Weber, 1990). Directed content analysis is the most suitable to utilise for Study 1 data analysis. The reason is that the theoretical background and prior to research upon the phenomena under examination of the current study is incomplete thus, directed content analysis is beneficial for validating and extending the theoretical framework of the project (Hsieh & Shannon, 2005). The directed approach is a deductive application of theory because the existing theory is used for the research question development, to predict the variables and the relationships among them, as a result to determine the initial coding scheme and relationships between the codes (Mayring, 2000).

Two strengths of the directed approach are: (a) the obtained data can support and extend the existing literature and (b) it makes explicit the reality that researchers do not tend to work from a naive perspective (Hsieh & Shannon, 2005). On the contrary, a limitation of directed content analysis technique is the misrepresentation of the material, namely the researcher's tendency to find evidence that supports rather than opposes to the theory. In addition, giving more emphasis on the theory is a blinding phenomenon for the researcher upon contextual aspects of the under examination phenomena.

However, as mentioned before, one of the eight criteria for high quality qualitative research is rigor (Tracy, 2010). Researchers seeking to achieve rigor should have knowledge for all relevant theories for the topics under exploration and a rich dataset which allow them to see nuance and complexity. They should also be able to choose their sample and context wisely in order to be appropriate for the specific study and invest time, effort, care and thoroughness. Regarding Study 1, rich rigor was achieved since appropriate theoretical constructs for work intensification, job crafting and flexible working practices have been utilised. Rich data with meaningful and significant claims, sufficient sample and time were spent in the field while data collection and the process of directed content analysis haven been thought thoroughly. Finally, the current study followed a clear underpinning epistemology, ontology and methodology which are important aspects for research rigor (Smith & McGannon, 2017).

According to Kaid and Wadsworth (1989), content analysis follows a seven steps process: 1) research questions formulation, 2) sample selection to be analysed, 3) definition of the categories to be applied, 4) coding process outline and coder training, 5) coding process implementation, 6) determination of trustworthiness and 7) analysis of the coding process results. The coding scheme is the translation device that organizes large quantities of text into fewer content categories and includes both the process and the systematic, logical and scientific rules of data analysis (Poole & Folger, 1981). The initial coding process development which is also the key difference among the three content analysis approaches, determines the success of the whole analysis technique (Weber, 1990).

The strategy implemented in directed content analysis of the current study is the one suggested by Hsieh and Shannon (2005). Firstly, key concepts and variables were identified as initial coding categories- patterns or themes, based on the existing literature and assumed relationships between variables. Secondly, the transcripts were read and the data related to predetermined codes were highlighted. Thirdly, data which could not be coded were identified and analysed later to determine whether they represented a new category or subcategory of the existing codes. During the analysis process, additional

codes were developed and the initial coding scheme was revised and refined. The findings considered as either supporting or non-supporting evidence were presented using examples of the codes and descriptive data.

3.8.2 Coding Process

Besides the traditional directed content analysis and the initial coding of the interview transcripts, a deeper, robust analysis was conducted with the assistance of NVivo V.11 software package for qualitative data analysis. NVivo V.11 allows the researcher to collect, organise and store the data in one place aiming to obtain more effective outcomes. Also, the use of NVivo V.11 allowed for aggregation of all the coded data so that they could be analysed collectively.

All transcripts were firstly imported as internal sources on the NVivo V.11 in order to be coded appropriately. Keeping in mind the initial coding prepared during the primary analysis, nodes and sub-nodes were revised and recreated but this time more organised and structured. Every participant's transcript was re-read and the most relevant information was coded, and then every node was analysed and interpreted accordingly.

The coding scheme of the interview transcripts was developed, refined and implemented based on the Weber protocol (1990) which follows eight steps. First, the initial codes-nodes were defined based on the characteristics of each concept with the most important presented below:

> *Work intensification* code is defined as the work effort employees put in their job characterised by high speed, tight deadlines and shortage of time to finish a task thus to create greater tension.

> *Job crafting* code is defined as the means employees utilise to redesign their job by actively changing task, relations and perceptions to enhance positive outcomes such as job satisfaction, engagement, resilience and thriving.

Flexible working practices are defined as the number of practices that allow employees to manage their working life in a way that is in agreement to their personal life.

Following this, the transcribed data was highlighted and categorised in the appropriate nodes considering their relativity to each concept, and assessed upon their accuracy and reliability. Then sub-nodes were created where necessary e.g. job crafting was distinguished in task, relational and cognitive crafting; organisational practices to formal and informal; and well-being outcomes in positive and negative; influential factors in organisational, relational and individual until all the text was coded. Table 2: Coding Table represents the categories and the sub-categories emerged from the analysis, as well as the number of participants and the amount of references on each node.

During the coding process, some of the previously coded data were reviewed and re-coded in different nodes but also new codes were created, especially when the key text was interpreted under the lens of COR (Hobfoll, 1989). The new node was named after Resources defined as the "valued things" means for individuals to meet their survival needs distinguished in four categories: objects, personal characteristics, conditions and energies. Even though various definitions of resources are discussed, this one was preferred since it seemed to be more relevant and indicated a better fit on the current study's objectives. Resource code was also categorized in 3 sub-nodes: Loss, Investment and Gains.

Table 2. *Coding Table*

Codes	Number of participants	Percentage of participants	References
Work Intensification	20	100%	111
Well-being			
Positive outcomes	16	80%	33
Negative outcomes	1	5%	1
Turnover	2	10%	3
Stress	14	70%	18
Resources			
Loss	16	80%	38
Investment	17	85%	33
Gains	12	60%	21
Organisational Practices			
Informal Org Practices	18	90%	28
Formal Org Practices	4	20%	4
Social Support	18	90%	37
Flexible working practices	16	80%	30
Autonomy	14	70%	22
Job Crafting			
Task Crafting	18	90%	33
Relational Crafting	18	90%	26
Cognitive Crafting	20	100%	42

Summing up, after the coding process, NVivo V.11 was utilised to assist with the analysis of the content of each code-node. Queries, tables, charts and comparison diagrams were employed in order for the qualitative analysis to be more robust and reliable as well as validate the manual primary analyses of the researcher. More details on the findings and how are interpreted regarding the theoretical background, are thoroughly presented at the next section.

3.9 Findings

This section discusses the findings of Study 1 and how these are interpreted through the theoretical background. Then a brief discussion of the findings including potential changes to be made to the assumed relationships among the variables and model are presented. Finally, few areas for improvement of the qualitative study are discussed. The chapter finishes with the conclusion remarks of Study 1 and the following steps of the current study.

3.9.1 Work Intensification

Aligned with the literature review, the interview data indicated that work intensification is a widespread phenomenon in the workplace answering the first research question about whether and in which ways employees experience work intensification. Respondents described their working environment with mostly negative meaning words such as: pressure, hard work, effort, tight deadlines, stressful, intense, workload, overwork, worries, difficult, busy, tasks and projects, monitoring, strict and long hours.

Besides the initial analysis, the word frequency query on NVivo V.11 was utilised to validate the analysis. The query was seeking for the word frequency and the synonyms of the words that were mostly mentioned by participants leading to the coding of work intensification. Table 3 indicates the most significant frequent words that describe work intensification according to the participants, their frequency rate, and weighted percentage along with synonym words. Based on the table, the two analyses are aligned and both related to the definition and the characteristics of work intensification used in the literature review.

Table 3. *Work intensification word frequency*

Word	Count	Weighted Percentage (%)	Similar Words
Work	51	4.24	employed, processes, solve, work, worked, working
Stressful	33	3.16	stress, stressed, stressful
Time	24	2.34	time, times
Deal	24	1.34	careful, conducting, cope, deal, dealing, manage, manageable, managed, management, manager, managing
Pressure	23	2.24	pressure, pressured
Project	19	1.66	external, externally, planning, project, projects, task
Difficult	19	1.51	difficult, difficulties, hard
Meetings	18	1.75	contacting, meet, meeting
Deadlines	17	1.66	Deadline
Manageable	14	0.71	achieve, direct, doable, manage, manageable, management, manager, managing
Hard	13	0.68	hard, heavily
Busy	9	0.80	business, busy
Emails	7	0.68	Email
Expected	7	0.68	expect, expectations, expected, expecting
Hours	7	0.58	Hour
Clients	6	0.58	Client
Reports	6	0.58	papers, report
Team	6	0.58	Teams

Participants were mostly reporting similar experiences of work intensification and their answers were expanding on the events deeper, explaining how things are in their job. The majority of the participants reported working constantly under tight deadlines and pressure, for longer hours than the normal. They have also reported to have busy daily routines with many tasks, meetings, phone calls, emails which cause them stress, pressure and much effort. Many participants reported that meetings are those putting much more pressure on them since after, they have to perform their normal, daily tasks. Additional demands, they reported to be the interdependence on other colleagues in order to perform their tasks, especially when working in projects which make their job more difficult and slower their pace. They characterize their jobs as hard, busy and intense, with high volume of demands and challenges every day. The following quotes give a clearer impression of how participants described their experiences working under intensified circumstances:

"My week is very busy; there are a lot of things to do because I am in charge of two processes. Lots of emails, telephone conversations, meetings for all fields of expertise... yes I put lot of effort in my work life because it's my first job in IT sector...There is a lot of stress, deadlines and meetings etc." (Participant 2)

"A typical week for me is a week 9 to 5 full of meetings which can be business, 4hr meetings, chair, executive, management team meetings, I have my own leadership team, we meet and then I have 1-to-1. There are standard meetings in my diary and there are things that arise, anything general, my diary is here full of meetings...I am at work at 7 and so I do my work 7 to 9 and then when I get home I work for couple of hrs more and that's really it's a way to get work done and finish with all the emails, I get about 120 emails per day." (Participant 16)

"I work 5 days a week emm, the shifts are from 9 to 6 or 9.30 to 6.30 so during that time there is no time for calm. Once you are at work its very intense, maybe because we deal with finance industry maybe, so yeah." (Participant 13)

The second research question on the effects of work intensification is answered by the findings which indicated that work intensification affects employees' well-being in a

negative way by increasing stress, anxiety and worries. Most of them reported sleeping problems, tiredness and lack of personal time. Some representative records of participants experiencing this negative side of intensified working environment such as high stress levels introduce the general insights of employees about the phenomenon:

"Sometimes is quite hard and stressful depending on how many projects we can get, when there are deadlines so yeah it can get a bit crazy sometimes." (Participant 15)

"It's quite stressful at times depending on the stage of the project so at the end of a project it tends to be quite stressful or if things are not working well, or if there is a major problem it can be very very stressful and you work longer hours…deadlines are a major issue, if you have a deadline and problems to solve this is a recipe for great pressure for sure." (Participant 17)

"It could be, you are dealing with a staffing issue in one minute and then you are having another discussion in the other minute. It does involve managing a team so it involves team meetings, conducting one-to-one's, doing presentations, writing board papers or for executive teams…Some weeks I would say I have a lot of pressure…I would say that I have a lot of stress currently given my workload." (Participant 10)

The above findings could relate to the basic COR theory assumption that since work intensification is mostly related to psychological stress, it is considered as a threat of loss or causes loss of valuable resources to the interviewees, based on their personal experiences. Most importantly, the current insights allowed for significant changes in the research model regarding the relationship between work intensification and resources to be made. Following resource loss and gains as additional themes that emerged from the interviews are presented.

3.9.2 Resource Loss

According to a comparison diagram on NVivo V.11, from the 20 participants that experience work intensification only 4 have not indicated some kind of resource loss because of it. This is consistent with the COR theoretical principles that employees who

work under intensified conditions experience resources' actual loss, threat of loss or block of the effective employment of their resources, circumstances which in turn cause individuals psychological stress and/ or other negative well-being outcomes.

The interviewees reported that work pressure, high work effort and intensification, workload, tight deadlines, as well as difficulties and workplace demands negatively affect various valuable things for them, mostly in terms of conditions, personal characteristics and energies. Namely, intensification causes loss or threat of loss upon condition resources such as their personal health e.g. sleep problems, inadequate sleep or insomnia, headaches, fatigue, feeling tired even during the weekends, overweight, sitting too many hours.

These losses upon emotional robustness, cognitive agility, and physical vigour are also defined as energetic resources (Hobfoll & Shirom 2001; Shirom 2004). Based on Hobfoll (2001), energetic resources are lost when individuals are dealing with job demands, which in turn lessen their ability to cope with other demands (Hobfoll, 2001). As a result, employees experience a general depletion of their possessed resources, leading to a loss spiral, which has been suggested by the current findings when interviewees report additional loss of personal characteristics and energies.

Personal characteristics e.g. feelings of losing self, feeling inadequate or unskilled for their job demands, becoming cold and unapproachable, feeling unable to separate themselves from their workplace responsibilities, feeling upset and frustrated, feeling incapable to stop working and/ or thinking about work, questioning why they still work instead of quit are indicated by interviewees as valuable things they tend to be lost by work pressure. Moreover, work intensification demands lead employees to loss of energies such as time expressed by interviewees in phrases like: "being very busy, lack of free time and personal life, work in a rush-faster, procrastination to avoid dealing with tasks, inadequate time for hobbies or friends and family, spending time to deal with work responsibilities, tasks and deadlines". The quotes below describe the ways interviewees experienced resource loss in their working lives.

"If I am stressed you know affect how I am at home, so in terms of...I might not be able to sleep very well or I feel anxious." (Participant 10)

"Fatigue is a big thing. I might feel a bit switch off at the moment bcz I am not leaving office early enough. It does affect your sleep and therefore leads to the weekend being tired with all the things in your mind….I have been perceived negatively as well as not approachable (by colleagues). Something that I learned is that I became very very cold when I am feeling pressure…" (Participant 14)

"I don't sleep very well, depends how stressed I am I wake up maybe at 1 at night I am finding things, sending emails, because I can't fall asleep again. This is a worry. Everything that happens because you are worried becomes a something you do anyway. I used to do many things before I came here but I stopped…I don't really have time to think about things really, it just has to be done I just do it... Now there is a danger of there are so much to do, feeling that I don't do everything to my very best. I am a perfectionist so that is not something I like to do." (Participant 16)

"It (work intensification) has negative impact for sure, you are getting used to part of it but it has a negative impact. Sometimes if it is very big the pressure, it is something you want to be doing and impacts the way you relate the people you are working with, because we are stressful and it affects the way we communicate. I try not to bring this home and to other people and my friend but I think it affects my mood and everything so yeah. It probably has an impact on them as well, my friends". (Participant 17)

3.9.3 Resource Gains

However, another unexpected insight was indicated by the interview findings. Working under intensified working conditions seemed to be related to positive effects for some of the participants who reported that intensification challenges them and leads to fulfilling stress, increased job satisfaction and higher earnings. This finding is quite surprising however, is consistent with some studies in the intensification research that revealed the positive side of work intensification, mainly by promoting labour productivity and economic profitability (e.g. Green & McIntosh, 2001; Petit, 1998; Valeyre, 2004). Specifically, the interviewees enjoying the positive side of work intensification reported the following:

"...putting a lot of effort I do. I am always trying to be ahead of schedule with all my projects...When I have really challenging deadlines but reasonable ones it makes me satisfied I can proof myself from accomplishing them and even have a better than expected performance." (Participant 3)

"The quite stressful part, being on time everyday and not oversleep emm regarding the work though, in the office I wouldn't say that is really stressful, I mean everything is manageable tasks are split into reasonable time intervals so you can complete everything on the deadline so far...it happened to do something immediately and I had to submit it like in two hours but it was still doable." (Participant 9)

"Sometimes this pressure can be useful like fuel that makes you feel more able to do things. To know how to prioritize the things and give the right time for everything so, I think that is very important how in a psychological way, how to manage stress. If you think that this is bad then it's going to be bad but if you use it in your favour is a fuel." (Participant 4)

"...I am focused on achievement. It's not that only the salary increases but the level is increasing and the things you are going to get in the future." (Participant 14)

Besides the resource loss experienced, under the terms of work intensification, 13 of the interviewees reported that this situation helps them gain valuable things, a fact also validated by an intensification-resource gains comparison diagram performed with NVivo V.11. Even though the participants needed to work longer hours, put more effort, feel more pressured and stressed some of them reported resource gains from it. Employees' gains are mainly personal characteristics, objects and energy resources.

 In terms of personal characteristics, employees seemed to feel their environment as challenging, stimulating and motivational. They were feeling more equipped and capable to deal with similar demanding situations, needed and valuable in their workplace. Interviewees reported that they also experience feelings of achievement, fulfilment and belongingness while working for longer hours. In terms of object resources, the majority reported that working more and putting more effort is a mean to get more money, rewards by promotions or small wins for their organization. In terms of energy resources,

the intense work environment helps them to further develop their skills and knowledge regarding their job responsibilities and their general role in the workplace. The example below indicates how work intensification as a challenging stressor stimulated an employee to find work-life balance:

"In work when you feel stressed best thing to do is work as much as you can. Because the only way my mind to stop stressed about workload is actually to reduce the workload. How? Either you ask or you work more...For me the only way to cope with stress is not avoiding it but work towards. Reducing the reason that makes you stressed the workload, the time schedules, and insecurities." (Participant 3)

Linking this theoretical framework to the current findings, work intensification could be assumed as the challenging stressor that promotes a more proactive behaviour of coping through motivation. The interviewees that reported work intensification as a positive stressor were emphasizing on how demands such as tight deadlines were reflected on their resource gains. Compared to the negative outcomes and loss, people reporting gains were more explanatory and were using extended justification of how these demands helped them praising their usefulness in their workplace. As a result the positive work intensification perspective seemed to be more critical on employees' well-being than the negative. On the contrary, they seemed to refer to the negative effects and loss more briefly without emphasizing much on detail, trying maybe to avoid conversations and further discussion. Regarding positive effects and gain they were keen and enthusiastic to talk about the way intensified demands affected their daily workload and their workplace in general. This was mainly the reason the positive side of work intensification was chosen to be examined in the Study 2 model.

This is also supported by the challenging/ hindering framework (Lepine, Podsakoff & Lepine, 2005) according to which individuals experiencing challenging stressors are more likely to be engaged in resource gains, growth and development. These in turn trigger positive emotions and active problem-solving approach. Thus the fact that job crafting behaviours also occur under the lens of work intensification as a proactive coping mechanism was a relation included at the final research model of Study 2 to be confirmed.

3.9.4 Job Crafting

The participants reported their engagement in job crafting behaviours including task, relational and cognitive techniques while working under work intensification, which might be consistent with the literature of crafting needs. Based on the first basic crafting need, people engage in job crafting to gain some control over their job to avoid negative workplace outcomes (Wrzesniewski & Dutton, 2001). This need is also supported by the COR tenet which posits that individuals are more motivated to conserve and acquire resources such as autonomy and job control, which in turn have greater impact on their well-being (Halbesleben, Neveu, Paustian-Underdahl & Westman, 2014). The second individual need for crafting is for employees to create a positive self-image in their job while the third addresses the basic human need for connection with other people (Wrzesniewski & Dutton, 2001).

Based on the literature and some of the findings, work intensification causes resource loss, as a result employees experience stress and various negative working outcomes. Reviewing the personal characteristics, the condition and energy resources employees lose under intensified working environment, anything but control and autonomy seem to experience in their work. The loss of their personal characteristic resources particularly, violates the second individual need of positive self-image, while the loss of energy and condition resources it is likely to make it quite difficult for them to socialise and connect with other people.

Considering all these, it could be assumed that resource loss might trigger employees' engagement in job crafting behaviours under the circumstances of work intensification. However, the surprising findings of employees perceiving work intensification as a challenging demand and experiencing gain of resources instead which in turn might trigger engagement in proactive behaviours such as job crafting, attracts more research attention since it is something original and unexpected, needed to be further examined. Little has been studied regarding work intensification as a challenging demand and a mean of gaining resources instead of loss.

3.9.4.1 Task Crafting

The majority of the interviewees (18 out of 20) as presented below, refer to different task crafting techniques in their daily working life. More or less the participants were engaging in similar actions for altering their task in their working environment. Some of these behaviours include changes in process and tools, task prioritization and reschedule. They have also reported engagement in task redesign and transformation and utilisation of their own strategies to perform a task. Other actions related to task crafting were to add tasks and projects in their daily working lives after negotiations with their managers. Finally, participants reported that another way to make their working routine more meaningful was by performing the most interesting tasks first and leaving the less favourable at the end, where that was possible.

"I prioritize things by the time they need to be delivered by, I suppose to rather than I find them more interesting…it's probably, trying to do the simple things first and the quick wins, because you need that to make you feel sure and better. That's the way forward, if you get that these are too much you have discussions and trying to pass tasks to other people and this comes into what have preferences to do." (Participant 14)

"I prioritize to make it work, especially because I am in the field of projects, continuous improvement which means you are extremely organized, want it or not, you just need to do that, there is no way out of that so it's up to you on whatever deadline you have, the importance you have on the tasks, prioritize that correctly and that's the only way you can cope with that." (Participant 18)

"If there is a project that I am interested in…the reality of the things is that the tasks he (manager) wants me to do I can't avoid them, so I cannot say no I won't do that but if I want to do any additional work or task he won't mind…I don't think that's a good thing or a bad thing (Participant 19)

"I am recreating the whole process… I was never told about this, that I was changing my job but apparently I am. Even if I am changing the process that I am working with you know because is not working properly in a way will be fitting me so." (Participant 2)

The above quotes are interesting and significant insights for the third research question about the mechanisms employees utilize to cope with the demands of work intensification and how this fact might affect them or their colleagues. People seem to even choose to undertake additional tasks which are interesting to them even though this means higher workload in the short term (Participant 19). Also, employees are engaging in alterations of the processes a job is done which this might take more of their working time at the beginning in order for their tasks to be more efficient and simplified in the future both for them and for their colleagues. Summing up, the participants reported engagement in job crafting behaviours which even if in the short term add-up more pressure in their demanding workplace routine, in the long term are beneficial for them, their colleagues and the organization.

3.9.4.2 Relational Crafting

Regarding relational crafting, 18 out of the 20 interviewees reported to be engaged in behaviours like talking to colleagues, building close/supportive relationships with colleagues, managers and customers; being friendly; networking; having healthy and balanced relationships with co-workers. The participants referred to similar changes in their workplace relationships which could be summed up to the following examples: socializing outside work with peers; helping peers and respect peers' values; building trust and changing attitude towards peers. The below quotes are representative on highlighting participants' engagement in relational crafting behaviours:

"I try to maintain a healthy and balanced relationship with every one of my colleagues at least with my peers. Regarding my supervisor I wouldn't say that I would like to get closer or anything, I just keep it professional." (Participant 9)

"When there is someone that affects me negatively and stresses me out, then I change the way I confront him, the way I allow them to have an impact on my psychology because if I allow them to affect me it means that I would be more stressed so yes, I have changed it many times." (Participant 7)

"I have been stricter to what I say to clients, in order to avoid some misinterpretations, emm and therefore avoid some arguments, disputes that may come from that so I am trying to be more straightforward on what I need to do for my work." (Participant 20)

From the 18 interviewees engaged in relational crafting only 4 of them did not report any resource loss, while 2 out of the 16 participants who experience loss did not seem to make any changes in their relationships in the workplace, as indicated by a comparison NVivo V.11 diagram. Hobfoll (1989) argued that building rewarding social relations is the most significant way for people to gain resources, fact that it is revealed by the positive outcomes of job crafting on employees' well-being recorded in the current findings.

3.9.4.3 Cognitive Crafting

The majority of the participants reported engagement in changes regarding their working perceptions in various ways which are summed up below. For example, they reported that they appreciate the purpose and the value of their job, to accept and adapt to it. They mostly referred to their work as an achievement; challenge; a mean to achieve other things; a necessity; duty and responsibility; a joy and blessing; and as their life, home, family, hobby. Some interesting perceptions of employees about their job are that they feel fortunate and lucky having their job and that it gives them the opportunity to use their abilities, embrace stress and feel relaxed. Below there are some quotes from participants that reported engagement in cognitive crafting:

"In my role there are things that we have to do, it's not a matter of enjoying doing them or not, I guess we have to do them…there are things decided by other people then I guess I accept that certain things which are decided by management and not by me. So I am happy to do those things even though I would try to explain my position and disagree, if the others believe that we should do things that I don't agree with you know I will respect that and do whatever I am asked to do…I like what I do so I know how to work with it." (Participant 11)

"I am not motivated by money, my work is more like a greater pride for what I do, so I try, I am focused on achievement at the time and long-term achievement it's to where...you

can have a promotion in this kind of industry so you try your best. It's not that only the salary increases but the level is increasing and the things you are going to get in the future." (Participant 14)

"But working in a University feels like second home, you are not just working because this is a community, and there is more than this job, it is like belonging to another family, it's a way of life and I want to accept it that people here really facilitate those processes. The lines between job and life is blurred, there is not a real boundary really. That's a way of life. Besides If I have any specific reason I won't work from home and read emails e.g., something personal, otherwise I just can't go home and doing nothing, I will work for sure. I know after dinner I will work again, it's a symptom, it's a culture. This is typical to all of the people working in Universities. This is why I think most of the people working at the Universities love it because there is no point to stay if you don't like it."(Participant 16)

"Whenever you feel like quite stressed about what you are doing you just think why you are doing it and like, why you started doing that and you realize you...it is what you were meant to do so when you are helping a client, it has a specific purpose and this is an encouragement to keep on going…Generally thinking positive and thinking about the good things of your work of the outcome of your work, it always helps to concentrate and to push a bit further." (Participant 20)

Only 4 of the participants who engaged in cognitive crafting have not experienced any kind of resource loss as recorded by the comparison diagram between resource loss and cognitive crafting engagement. The interesting thing about cognitive crafting findings was that the thoughts they shared reveled the perceptions they had or created regarding their job role, their tasks and their organisations in general.

3.9.5 Job crafting outcomes

Based on the findings, job crafting engagement provides participants with mostly positive outcomes, such as feeling good, positive and productive, relieved from stress, secure, encouraged and satisfied. Some participants shared that sometimes their inability to make relational changes led to neutral, confusing or negative feelings. Some of them reported that crafting behaviours led to ignoring things rather than confronting them, or

causing procrastination. However, the general impression of the findings suggests that job crafting as a proactive behaviour is related to positive outcomes. These findings provide more insights to the forth research question on the effects coping mechanisms, in this case, job crafting has on crafters and others around them in the workplace however it triggers a new assumed relationship to be examined at Study 2.

The above findings indicated that the majority of employees experiencing any kind of loss or threat of loss of resources tend to engage in job crafting, whether this is task, relational, cognitive changes or a combination of the three. This could be aligned with the second principle of COR: the resource investment. Based on that principle, the interviewees are likely to invest in available resources to prevent loss, to recover from loss and to gain valuable resources.

Another interesting finding about job crafting has been indicated when participants were asked whether they believe their crafting behaviours affect other people in their workplace. Most of them reported that people working with them are positively influenced by the changes they make attempting to deal with workplace demands, especially the relational crafting. Particularly, some respondents stated that their peers shared with them that they were feeling supported; closer to them; satisfied; useful and willing to help. However, others reported that peers were not influenced at all, or were negatively affected in times that they were unable to be socially engaged or refused to help them.

Data analysis indicated that new concepts were reported as influential factors for employees to engage in job crafting categorized in: organisational, relational and individual. Participants referred to these factors, as either obstacles or facilitators in their process of coping with stress throughout crafting in their workplace. Some of these organisational factors are organisational culture and environment; size of the organization; company's expectations; job nature; organisational processes; job role and tenure. The relational factors involve relationships; knowledge and expertise of peers/managers; interdependence; clients' expectations and feeling trusted by managers. The individual factors influencing crafting reported are personality

characteristics; work meaning; non-work responsibilities and worries; marital status and gender.

3.9.6 Organisational Practices

According to the data, formal organisational practices such as flexible working practices, autonomy, peer and manager support were recorded in the workplace with positive outcomes for employees. These findings provided insights on the fifth and sixth research questions regarding the availability of organisational practices and their effects on employees, respectively. The most common practices existing in the workplace based on the respondents were: remote working, flexi-time, autonomy and job control, manager, peer and organization support. Even though participants came from different organizations and sectors, they reported similar practices available in their workplace probably because they were all office-based employees working in companies in the UK therefore sharing similar organisational policies.

"It makes me feel good, makes me feel that there is somebody there that can support me and cares more about the employees rather than thinking about the work and what they do." (Participant 11)

"I used to work for a bigger company that had these things- organisational practices such as social support, autonomy and flexibility- *in place and they are quite useful." (Participant 8)*

Interviewees reported other informal practices that found useful in their workplace such as social events, friendly climate, happy people, training, mentoring, counseling services, mental health and well-being care by the company.

"…mindfulness training, meditation classes, employee assistance e.g. counseling service, 24/7 help line, yoga, stress manager policy, training around mental health in the workplace. I have an open door policy, people can come and talk to me when they feel to, we are trying to create a culture when people even they feel stress they are able to talk about it." (Participant 10)

Organisational practices were investigated via the word frequency query, a very useful tool for the categorization of the data that reveal the most widely reported practices among the participants. The following word count diagrams represent both formal and informal organisational practices validating the primary coding analyses.

Figure 1. *Word Cloud of Formal Organisational Practices: Flexibility, Social support & Autonomy*

Figure 2. *Word Word Cloud of Informal Organisational Practices*

Participants reported that formal and informal organisational practices had positive effects on them. For instance, they made them feeling good, happy, supported, appreciated, trusted and needed. They perceived these practices as rewarding, stress relieving, helpful and useful, making their life easier and increasing their performance. They suggested that the practices also encouraged work life balance; boost their confidence, creativity, satisfaction, and interests; create a pleasant environment; offer opportunities; build up knowledge and attract employees. On the contrary, formal and informal practices were sometimes determined as tricky and frustrating because they put pressure to employees on top of their standard responsibilities, as presented below.

"…being flexible will attract people. It also provides a more pleasant environment to work in because if you are too stressed or if you want to work from home or every environment you are familiar with then you can go ahead and do that." (Participant 8)

"Support from managers or project directors usually help, if they can give you some advice on how to approach things or alleviate the pressure in some other way e.g. extending deadlines, distributing work among team members in a different way or various things that people above you can do and can alleviate the stress." (Participant 17)

"I have autonomy in the way I am doing something…autonomy works in a good way because if you feel free in your workspace if you even like it for a bit what you are doing, with the autonomy it is easier to do it and you do it better." (Participant 9)

However both formal and informal organisational practices could be aligned with the Corollary 3 of COR. According to this, people who have existing blocks of resources are more capable of gaining other resources by investing in them. In other words, resource gain leads to further gain. This might indicate some kind of relationship between organisational practices and job crafting, an assumption that could generate a new hypothesis at the research model to be tested at Study 2. Another assumption that could be addressed is whether organisational practices in the workplace act as resource caravans for other resources (Hobfoll, 2002). Particularly, to examine whether employees are motivated to engage in job crafting when they utilise organisational practices such as flexible working practices, autonomy and social support.

3.9.7 Stress coping mechanisms

Interviewees shared with the interviewer their stress coping mechanisms, personal rather than work orientated. Even though most of the participants engaged in job crafting and experienced formal and informal organisational practices with positive effects on their well-being, they indicated additional stress coping mechanisms. Among the most popular were the gym, sports, hobbies, social life: friends, nights-outs, movies. Some participants reported using relaxation techniques, mindfulness, self-control, patience, family, partners, weekend plans, smoking and alcohol, and other personal experiences and coping skills.

The above data were coded as resource investment since for the participants were seen as valuable things (Hobfoll, 1989). Coping mechanisms as resource investment fall also in three categories: personal characteristics, energy and conditions. Particularly, personal characteristics could be considered the skills and techniques they use to calm down e.g. yoga, breathing exercises, mindfulness and how to keep work-life balance and also traits like being logical, patient, calm, organised, direct, happy and positive. Energy resources are: free time for relaxation, sports, social events and holidays, as well as the knowledge and skills acquired through studying and training. Condition resources are things like having a family or being in a supportive relationship, and taking care of your personal health. The following quotes provide some representative evidence for coping mechanisms reported by employees in their interviews.

"I talk to my partner around it, to colleagues, friends. If necessary for example I am just about to get some coaching by professional coach which I think will help me with some of my work issues so I think I am very self aware so I recognize it when I get stressed and I recognized the impact that might have to other people so I would say my levels of dealing with stress are varied depending on the situation…..I try to do mindfulness sometimes to try yoga, breathing exercises, when I get stressed I am using breathing techniques to calm me down". (Participant 10)

"Once I go home or I have me squash training after that, I will be just relaxed and not think much about work". (Participant 13)

"I have a 5 years old son, he helps. We are spending time together, going swimming, I have descent diet, eating properly and getting to sleep and mediation. I also do walking as well even at work I am trying to get out and take a walk every now and when. This helps to stress manager but yet I am trying to get away from the screen and any kind of relaxations tech really, reading, I like drawing and writing and just get on holiday. Emails and phones are switched off at the weekends also." (Participant 15)

"I think I am coping alright but I also do a lot of stuff at the weekend to balance it. I am visiting friends and stuff a lot more, I relax at the weekends." (Participant 5)

Gorgievski and Hobfoll's (2008) principle of balance restoration between resources and job demands could explain better this finding. According to this principle, when employees expend resources to deal with a demanding situation tend to either take a rest or do tasks that reduce cognitive effort aiming to regain resources. In addition, based on Corollary 4 of COR individuals that lose resources, tend to be more defensive on the way they invest future resources thus they try to protect their remaining resources (Hobfoll, 2001). Considering the evidence, interviewees seemed to act this way, attempting to protect resources related to their social life, their mental and physical health. For instance, they used to meet friends; spend time with their family; go out; engage with things they love and find relaxing; exercise and generally take care of themselves.

This kind of coping mechanisms has not been considered before Study 1. Their existence though might raise questions about the effectiveness of crafting and organisational practices, in terms of employees' well-being and work life balance. However, the current finding is aligned with a previous study of van Woerkom, Bakker and Nishii (2015). Their research findings indicated that job resources, utilised for regaining losses, such as social support, performance feedback and employee training, are not effective coping mechanisms across work situations highlighting the need for complementary ones.

3.10 Discussion

Study 1 findings were both useful and interesting in serving, primarily an explorative purpose, since the research on job crafting and organisational working practices is relatively limited and new, especially combined with demanding workplace circumstances. This fact has been a good rationale to explore the above constructs utilising qualitative methodology, particularly by conducting semi-structured interviews among professional employees. The qualitative data, by successfully exploring the research questions, provided a stronger indication upon the constructs and their relationships that have been included in the revised research model of the quantitative phase. Study 1 utilised its results to develop and finalise the research model and hypotheses to be tested and in the quantitative phase.

During Study 1, the twenty interviews provided rich and deep data for analysis and interpretation serving its qualitative, inductive purpose in full responding to the six research questions: RQ1: Do employees experience work intensification in their workplace and in what ways?; RQ2: How does work intensification affect the employees that experience it in their workplace?; RQ3: How do employees who are experiencing work intensification cope with this phenomenon?; RQ4: Do employees' coping mechanisms make any difference to them and/or to others in their workplace?; RQ5: Are there any organisational practices available in the intensified workplace? and RQ6: What effects do these practices have on the employees?

Particularly, aligned to the first and second research questions work intensification is a phenomenon of the modern workplace which negatively affects employees leading to resource loss or threat of loss, and in turn to stress and negative well-being outcomes. However, according to new insights revealed by Study 1, work intensification might also promote resource gains. These findings suggest that intensification could be treated as a challenging stressor, related to proactive style coping mechanisms. Particularly, Study 1 indicated that employees experience work intensification differently, in their workplace which results into two different sides of the same phenomenon. The negative side leads to resource loss and eventually to bad stress and the positive one leads to resource gain

and to the good stress. However, participants on the current study were emphasizing on the positive outcomes of work intensification.

The findings on work intensification effects could be explained through the lens of the two-dimensional work stressor framework, addressed in the meta-analysis of Lepine, Podsakoff and Lepine (2005). The two-dimensional work stressor framework provides a sound theoretical underpinning for examining work intensification (Lepine, Podsakoff and Lepine, 2005). Based on the framework, stressors are appraised by employees as hindering/ threatening or challenging. Hindering stressors are defined as demands that harm personal growth or gain. As a result, they trigger negative emotions, a passive approach of coping and thwart motivation. Challenging stressors are perceived stressful but also as demands that promote personal gain or growth which in turn trigger positive emotions and active problem-solving approach. Lepine et al. (2015) meta-analysis suggested that challenging stressors indirectly influence performance in two ways: (a) negatively through strains e.g. anxiety, depression physical symptoms and tension and (b) positively through motivation e.g. effort, persistence and job motivation.

Although work intensification has the ability to reverse work life benefits and deteriorate job meaningfulness, how this phenomenon is perceived by each employee, hindering or challenging, it is enlightening on why work intensification stimulates job crafting. Individual perceptions play a significant role in explaining the responses of employees to work intensification, its effects on their well-being and their general experience of such demands, (Lazarus & Folkman, 1984). The above findings highlighted the need for confirmation in terms of the role and interrelation of work intensification and job crafting within the context of resources which was added as a hypothesis in the Study 2 research model.

Regarding the third research question, besides the three basic crafting needs revealed throughout the data, the above assumption is a reasonable justification why employees engage in job crafting behaviours within intensified workplace. However, task crafting seems to be the most significant for the current study especially regarding the nature of work intensification. One of the main hypotheses to be examined through the finalised

research model of Study 2 is regarding task crafting and its relationship with resource gains and well-being outcomes. Additionally, participants reported job crafting of their jobs including task, relational and cognitive techniques which are related to positive outcomes, providing useful insights on the forth research question.

Finally, as explored by the fifth research question, the participants reported that organisational practices, especially flexible working practices are available in their organizations and they seem to make use of them. Regarding the sixth research question the participants utilising the above practices find them positively influential. Through these findings the insight that job crafting might be facilitated by some of these organisational practices is another hypothesis for examination in Study 2, since the interviews have not provided enough information.

Generally, Study 1, as a theory emerging phase of the research, led to the shaping and finalising of the research model and hypotheses to be tested by Study 2. Based on Bryman (2016), qualitative research methods by nature allow the research concepts and theoretical elaboration to emerge out of data collection. In addition, the current qualitative findings provided an understanding of behaviour, values and beliefs of the interviewees about their working environment, and of the general context of workplace in which the research was conducted. Shaping a contextual understanding of the phenomena they study, it is an important aim for qualitative researchers (Bryman, 2016).

Researchers using qualitative research methods are directly involved in the process of the data collection. Close involvement with the interviewees allow the researcher to genuinely understand the world through participants' eyes "by participating in the mind of another human being", according to Lofland and Lofland (1996, p.16). Even though some would state that participants are likely to be influenced by the presence of the researcher and differentiate their responses, the qualitative phase is crucial for the current study in terms of the development and finalisation of the research model of the quantitative phase. Understanding the basic constructs through participants' eyes and bringing that insights and knowledge to the current study was the real benefit for the research model and hypotheses of Study 2.

Even though, interviewees were coming from different sectors, organizations, managerial levels and nationalities all of them were professional employees, based in UK organizations, sharing in general a similar working culture and policies. In fact, the diversity in the sample regarding especially the different sectors and nationalities are considered as strengths of the current study. Previous studies on job crafting were using qualitative designs to explore the view of specific either organizations, or sectors and professions in the USA or Netherlands (e.g. Berg, Dutton & Wrzesniewski, 2008; Wrzesniewski et al., 2012). Study 1 chose the snowball sample technique to allow for diversity within the participants and to explore these constructs in professional employees with different characteristics. The findings led to the development of an inclusive model applicable to the wider population and allow for generalizability of Study 2 outcomes.

Study 1 emphasized on the specific constructs needed to be included in Study 2. It explored the current research questions providing a clearer insight and a deeper understanding of employees' experiences in the contemporary workplace and their responses to demanding workplace circumstances. The lack of backup studies and strong supporting evidence about work intensification, job crafting and flexible practices, along with the abstract relationships among them are better clarified. Most importantly, Study 1 targeting the development of the initial research model, highlighted the significant constructs and relationships needed to be further examined by finalising the Study 2 research model and hypotheses, which are presented and detailed explained in the next chapter.

3.10.1 Limitations

Study 1 is a milestone for the mixed method design however it has few limitations and areas for improvement, especially related to its qualitative methodology. Study 1 provided rich and deep data through the semi-structured interviews, even though qualitative research it is considered as a challenging methodological approach. For instance, it was not easy to stay focused on the theory and concepts under examination

to perform the content analysis by reading all the transcripts and all the information the participants shared. In qualitative methods the views and the perspectives of the participants are what is more important and significant and should therefore provide the point of orientation (Bryman, 2016). The coding scheme creation and the quotes alignment to each code was demanding in order to ensure that the new insights and the previous theories were processed correctly, serving the deductive-inductive approach of the study.

Qualitative design was serving an exploratory and developmental purpose in the study. Generalization of the results across the population is one of the main reasons the study followed a mixed method design, since Study 2 allowed this generalization of the findings to the workplace population. The qualitative phase provided a contextual understanding of the constructs, focused on the micro-scale of the phenomena, since the small group of participants was intensively studied through the semi-structured interviews. However, according to Lincoln and Guba (1985) a thick description, a rich detailed description of the participants' characteristics, which in turn ensures transferability of the findings to other backgrounds, is essential in qualitative methodology.

Regarding the sample diversity, an area for improvement was to include participants from the same company to avoid any potential differences according to the availability of organisational practices. Even though, all organizations were located in the UK, sharing similar policies, each company has specific organisational cultures and practices. However, since the initial purpose was to explore the trends in the practices and how participants experience them, the sector, occupation and organisational differences of the sample are not considered as limitations for the current design. In fact, the interviewees seemed to share more similarities, in terms of their working experiences than differences, because they were office-based, high skilled employees. Because of these two facts, the sample could be considered biased as the participants belong in specific group of employees. However, the aim of the current study was in the first place to examine this particular employment nature. Also, the uncertainty avoidance dimension

did not seem to make any difference since participants reported similar insights in the way they were experiencing their workplace environment.

Another area for improvement is related to the analysis method performed on the semi-structured interviews. Content analysis is considered as a transparent method of analysis, even for qualitative data, which is also the reason why it is usually referred as an objective method of analysis (Bryman, 2016). For example, the coding scheme utilised for the analysis, as well as the sampling procedures were clearly explained on the current study, allowing for replications and follow-up studies. However, the coding process is an interpretation of how the researchers draw upon the collected data using besides, the theoretical background, their personal insights and beliefs. Therefore this is what makes coding both demanding and a partly subjective process.

Content analysis is a method with a much broader applicability and flexibility to a wide range of textual data, collected through different methods for instance, semi-structured interviews as in Study 1. A challenge for the current study is the ability to give clear answers to "why" and "how" questions, which is partly related to the content analysis method. In order to confirm the reasons why a phenomenon is happening, in this case why job crafting behaviours occur when participants experience work intensification, additional data collection was necessary. Study 2 was the quantitative phase that allowed shedding some light on this "why" and "how" questions rose from the very beginning of the research.

Overview of Study 1 findings

Study 1 first aim has been to explore employees' working experience on demanding workplace circumstances and the coping mechanisms they employ to deal with these demands. The twenty interviews by providing rich data achieved this exploratory scope which in turn served the second aim of the study, the development of a research model. A summary of the most important findings is presented at Table 4 below. Utilising the qualitative findings, Study 1 managed to inform, further develop and finalise the initial

research model and hypotheses of Study 2, which was the main quantitative phase of the study. This chapter thoroughly discussed the research design and findings of Study 1 and explained how both its aims have been achieved. The next chapter presents the research design and results of Study 2.

Table 4. *Review of Study 1 Research Questions*

Research Questions	Findings
RQ1: Do employees experience work intensification in their workplace and in what ways?	Work intensification is widely experienced in the workplace in the form of tight deadlines, long hours, shortage of time, limited breaks and numerous of tasks and demands.
RQ2: How does work intensification affect the employees who experience it in their workplace?	Negative feelings and resources loss. Positive feelings and resources gain are more impactful for employees.
RQ3: How do employees who are experiencing work intensification cope with this phenomenon?	Engagement in job crafting: task, relational and cognitive
RQ4: Do employees' coping mechanisms make any difference to them and/or to others in their workplace?	Positive outcomes
RQ5: Are there any organisational practices available in the intensified workplace?	Formal Organisational practices: Flexible working practices, autonomy and social support, and Informal Organisational practices
RQ6: What effects do these practices have on the employees?	Positive effects

Chapter 4 Study 2

Overview of the chapter

This chapter discusses Study 2, the quantitative phase of the research. The first section presents the research design beginning with the introduction of the revised research model and hypotheses and carries on to the research method discussing the design, participants, measurements and procedures. The chapter then moves into the results section which presents and discusses Time 1 cross sectional data analyses and model testing, and Time 2 longitudinal data analysis between the predictor and outcome variables.

4.1. Research Design of the quantitative phase

4.1.1. Revised Research model and hypotheses

Study 2, as the empirical phase of the research, examines the conceptual model and hypotheses which has been reviewed by the end of Study 1. The qualitative phase was the first attempt to explore the above research questions and to develop Study 2 research model and hypotheses. Even though various models, variables and their relationships have been considered to be examined guided by the literature review chapters and Study 1 findings the model was shaped based on the following assumed relationships.

Firstly it is assumed that work intensification would have negative effects on employee's resources. However, this assumed relationship might be influenced by how each individual perceives work intensification. Secondly, employees would be motivated to craft in order to replace this resource loss so job crafting would be a response to work intensification. Thirdly, job crafting engagement would be related to positive well-being outcomes so that organisational practices in the workplace. Fourthly, it is assumed that organisational practices would facilitate job crafting engagement. The qualitative phase examines in an exploratory way how work intensification might interact with job crafting in the basis of COR model. Within the following section the underlying theories are briefly discussed and supported by the qualitative findings of Study 1 in order to develop and

justify the revised research model and hypotheses. At the end of the section, Figure 3 outlines the model of Study 2.

4.1.1.1 Work intensification perceptions and resources

Work intensification has extensive effects on employee's well-being deteriorating job satisfaction (Green & Tsitsianis, 2005), positive well-being outcomes (Green & Gallie, 2002; Warr, 1987), staff morale (Burchielli, Pearson & Thanacoody, 2006), and family relationships (Burchell et al., 1999). It reinforces job stress and strain (Korunka et al. 2015), psychosomatic symptoms, health and mental problems (Burchell, Lapido & Wilkinson, 2002) and burnout (Pocock et al., 2001). On the other hand, work intensification leads to several financial benefits e.g. higher payments, economic output and welfare, promotions, reduced welfare expenses and increased tax receipts (Felstead et al., 2012) but merely to organisational benefits e.g. productivity and economic profitability (Green & McIntosh, 2001; Petit, 1998; Valeyre, 2004).

Study 1 indicated contradictory findings with participants working under intensification, in some cases, to experience negative well-being outcomes and in others positive. Namely, participants reported that work intensification was leading them to fulfilling stress, higher job satisfaction and earnings. Despite, the longer hours, deadlines, increased effort and pressure, work intensification was seemed to be related to higher resource gains of valuable things such as personal characteristics, objects and energy. Some examples are the challenging working environment and motivation for work achievements, the enrichment of their skills and knowledge about their job, abilities to deal with demanding situations and feelings of being valuable and needed. Finally participants reported that working for longer hours allowed them to earn more money, rewards and promotions.

In consistency with Study 1 findings, work intensification seems to be related with different outcomes on employees, depending on the perception each of them had about work intensification rather than the level of work intensification they experience.

Expanding on that, work intensification and its effects could be better examined through the theoretical foundation of challenging/ hindering framework (Lepine, Podsakoff and Lepine, 2005). According to this framework, there are two types of stressors depending on how they are perceived by individuals: hindering/threatening and challenging. By taking this one step forward, it could be predicted that when employees perceive work intensification as a positive demand/ challenge they will experience more resource gains than losses. In this basis, the first hypothesis of the revised research model is positively orientated as follows:

Hypothesis 1: Challenging perceptions of work intensification will be related to resource gains.

4.1.1.2 Work related resources and task crafting

Challenging appraised situations are considered as demands that create opportunities promoting personal gain or growth; trigger positive emotions (Cavanaugh et al., 2000) and motivate people to engage in active problem-solving approach of coping (Lazarus & Folkman, 1984). In the working environment challenging job demands or "job challenges" appeal in individuals' curiosity, competence and thoroughness; they trigger a problem-focused style of coping and contribute to goal achievements (Van den Broeck et al., 2010). Job crafting as an ability of employees to proactively modify their job boundaries (Berg, Wrzesniewski & Dutton, 2010), in an effort to find a better fit between their job, personal preferences and competencies (Leana, Appelbaum & Shevchuk, 2009), could be motivated by the extent of the resources an individual gains.

In fact, Study 1 findings suggested that employees were keen to utilise their own resources such as skills, knowledge and time in order to engage in job crafting behaviours for example to redesign tasks or develop new ways to complete a task. As it can be noted, these behaviours are relevant to task crafting which could be considered as primary response in the context of work intensification and work related resources, probably since task is more logical and direct than cognitive and relational crafting (Lin, Law & Zhou,

2017). Even though, relational and cognitive crafting seemed to be equally important ways for job redesign among employees, the hypothesis is focused on task crafting since it is considered as more significant for the current study purpose.

This fact could be linked back to the underpinning theory of COR model and the second principle of resource investment according to which individuals need to invest resources in order to (a) foster against loss of resources, (b) recover from resource loss, and (c) gain resources (Hobfoll, 1989). Considering the above and the results of Study 1, the second hypothesis on the revised research model is the following:

Hypothesis 2: Resource gains will be related to higher task crafting.

4.1.1.3 Task crafting impact on well-being

Job crafting as a proactive behaviour is related to positive outcomes such as job satisfaction, engagement, resilience and thriving (Berg, Dutton & Wrzesniewski, 2008), it triggers positive emotions (Ko, 2012), increases well-being (Tims, Baker & Derks, 2013) and boosts happiness (Wrzesniewski et al., 2012). Furthermore, Ghitulescu (2006) found that task, relational and cognitive crafting is associated with higher job satisfaction, commitment and effectiveness and lower absenteeism. The findings of Study 1 are aligned with the above research outcomes about crafting boosting positive effects on employees such as feeling more relaxing thus guided the third hypothesis:

Hypothesis 3: Task crafting will be related to low absenteeism and presenteeism and high job satisfaction.

4.1.1.4 Flexible working practices and task crafting

Flexible working practices positively affect employees and organizations (Romaine, 2002), in general. For example, they decrease high work pressure (Nolan, 2002) and stress (Kelliher & Anderson, 2008) while they increase physical and mental well-being (Russell, O' Connell & McGinnity, 2009). More importantly, flexible working practices indicate a

major positive impact on employee motivation (CIPD, 2005; Fleetwood, 2007). Based on COR, when individuals face demanding situations they must bring in resources to avoid loss which act similarly to resource caravans for other resources (Hobfoll, 2002).

Similarly, based on Study 1 findings, flexible working practices such as flexi-time and remote working are valuable resources for employees in their workplace. The assumption is that people who take advantage of flexible working practices in their workplace will be more involved in task crafting behaviours. Namely, flexible working practices are considered as a proxy for autonomy and some kind of control over working life, thus they will be able to create space for people to engage in task crafting. In order to further explore the above assumptions the last hypothesis is outlined as follows:

Hypothesis 4: Flexible working practices will be related to higher task crafting.
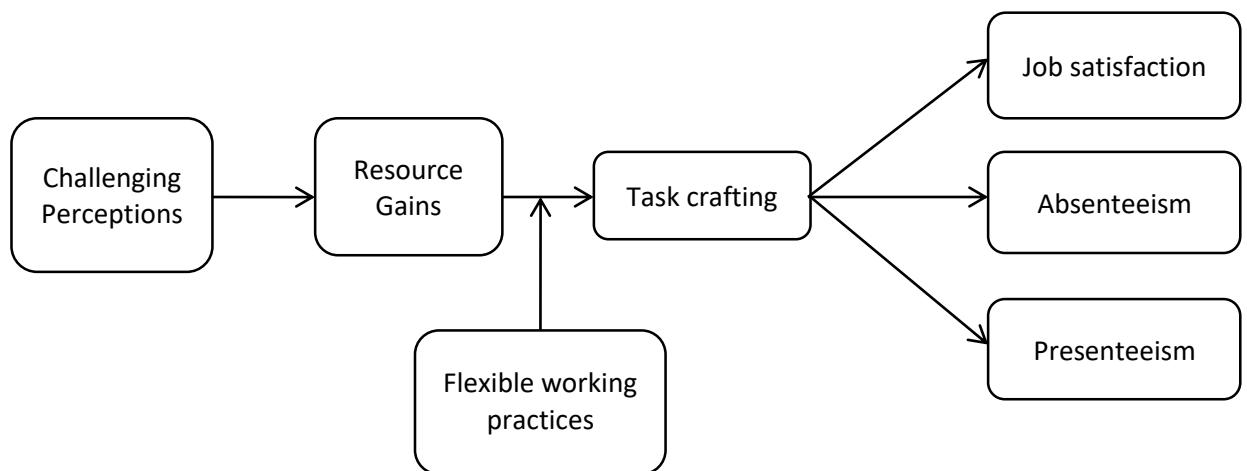

Figure 3. *Revised Research model of Study 2*

4.1.2 Research Method

4.1.2.2 Design

Study 2 investigated the revised research model and the hypotheses emerged from a combination of theoretical background and Study 1 findings. This design allowed for the assessment of the qualitative data and the generalizability of the findings by collecting

data from various companies and employees within the wider workplace context (Bryman, 2016), using self-completion online survey. This method carries several advantages as well as disadvantages compared to other methods of distribution (Bryman & Bell, 2011). For instance, it is easy, quick and cheap to administer to large scale of participants at the same time as well as convenient for the participants, since they can complete it whenever, wherever and at the pace they want to. However, since the participants will not be able to ask for further explanations the instrument provided a clear information sheet and was carefully designed to eliminate the possibilities of withdraw and/or misunderstandings. In other words, since respondent could not be trained on how to respond, the instrument included more quick and close questions than the interviews, easy-to-follow design and short to minimize the risk of 'respondent fatigue'.

Study 2 aim was to examine the research model and hypotheses utilising a cross-sectional design at Time 1 and then transform it into a two-wave longitudinal design by adding Time 2 phase. At Time 1, participants were asked to respond to the Work Experiences Survey, an online questionnaire which was constructed with various scales and subscales to examine work intensification, work intensification perceptions, resource loss and gain, job crafting, flexible working practices, well-being outcomes and demographics. Participants have been kindly requested to provide their email addresses in order to take part at the second stage of the study if they wanted to. At Time 2, three months later, the participants were contacted via email to respond to a survey follow-up that obtained measurements of the outcome variables. Both phases allowed the exploration of the cause-effect relationships among predictor variables measured at Time 1 and outcome variables at Time 2. Longitudinal studies are able to track any differences/ changes observed after three months in the answers of the same people, more accurately, thus to assume the cause-effect relationship, providing with an indication which variable comes first.

4.1.3 Sample

4.1.3.1 Time 1 Participants

To begin with, the HR department of one organization agreed to circulate the online questionnaire to their employees. However since the sample needed was quite large, more participants have been approached through social media and personal contacts using snowball effect, similarly to Study 1. The aim was to find as many employees as possible at Time 1 so that sufficient participants would respond at Time 2 survey, since sample attrition is one of the main weaknesses of longitudinal design studies (Bryman, 2016). In addition, the more the participants the safer it was to ensure generalizability of the findings across the population.

Sample size at Time 1 reached the 255 participants from which 188 provided their email address expressing their interest to take part at Time 2 survey. From the 255 participants, 90 were male and 165 female. Participants' age ranged between 21 and 67 years ($M=32.11$, $SD=10.10$) working in their current job from 1 month to over 36 years ($M=4.21$, $SD=6.13$). The participants' nationalities varied with the three most common to be Cypriots (n=130), British (n=57) and Greek (n=26). Figure 4 presents the nationalities' chart including the different nationalities and the number of participants per each.
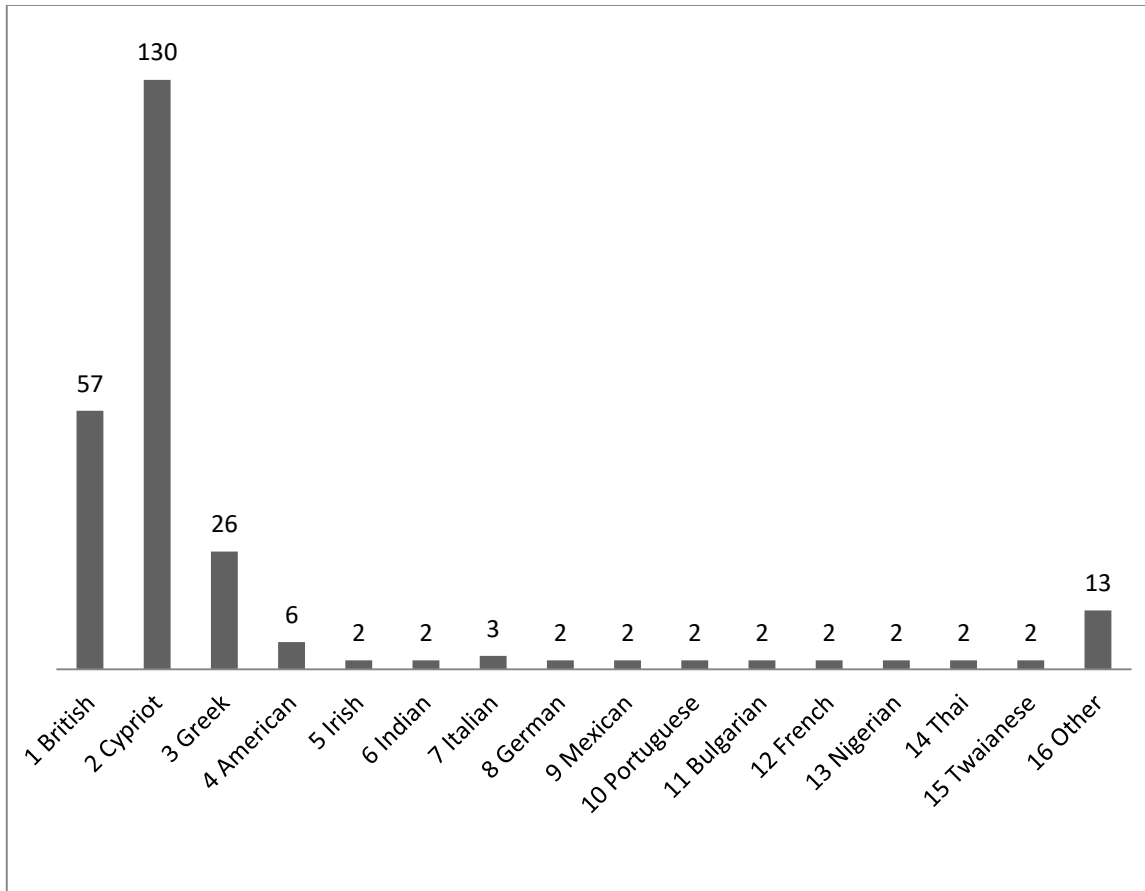
Figure 4. *Nationality categories chart per number of participants*

The majority of the sample reported working in a non-managerial position (n=146), 47 in a low-level management and 40 in a middle-level management while only 22 were holding a top manager role. Organizations included small-size business (25.2%), medium-size business (13.4%), large business (57.1%) and other (4.3%) from which the 160 are private organizations, 83 public sector, 6 Education-Academia, 5 Non-for-profit organizations and 1 Regulated Industry. The majority of the participants are full-time employees (n=204), 38 part-time, 11 self-employed and 2 other, working in several countries. For example 109 participants reported as their place of work to be the UK, 111 Cyprus, 16 of them working in other European countries, 10 in Asia, 6 in the USA, 2 in Africa and 1 in Australia. Employees' professions varied as shown in Figure 5, with the majority of them being white-collar workers (n=182), pink-collar workers (n=62), blue-collar (n=5) and unknown (n=6).
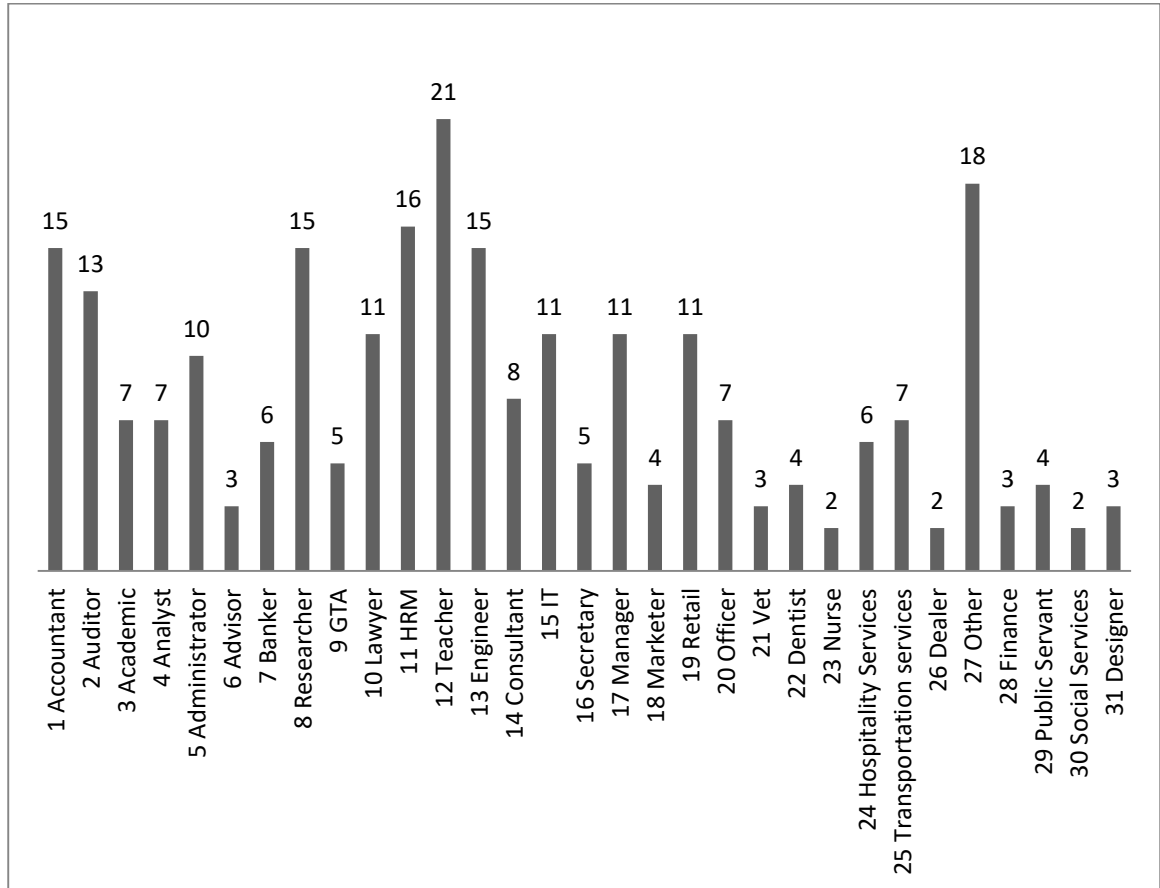
Figure 5. *Profession categories chart per number of participants*

Regarding their educational status 16 of them were holders of a secondary school certificate, 77 of a Bachelor's degree, 126 of a master's degree, 17 of a doctorate degree and 19 of other qualifications. In terms of relationship status and non-work responsibilities the majority reported to be single (n=167), married or in a domestic partnership (n=85), divorced (n=3) and separated (n=3). The majority of the participants (n=202) have no dependants on them while 14 have one child, 28 two children, 7 three children, 2 more than three children and 2 other than children dependants.

4.1.3.2 Time 2 Participants

Three months after the Time 1 data collection, the participants that expressed their interest to take part in the second phase of the quantitative study by providing their email address were contacted via emails to respond to the follow-up online questionnaire. From the 255 participants who responded at Time 1, 188 expressed their interest to participate in Time 2 follow-up survey. However, the participants who finally responded at Time 2 survey reached 117. Out of 117 participants, the 74 were female and 43 male. Their age ranged from 23 to 67 years ($M=31.78$, $SD=9.45$). Time 2 participants were from nationalities including 67 Cypriots, 23 British, 17 Greeks, 2 Americans, an Irish, an Italian, a Mexican, a Portuguese, a Bulgarian, a Taiwanese and 2 other.

Regarding participants' management level, 73 reported to be in a non-managerial level, 16 to be low-level managers, 15 as middle-level managers and 13 holding a top managerial position. The majority of them were working in a large business (57.3%), 27 were employees of small business and 17 of medium business while 6 in other. The 59% of participants were working in the private sector, the 34.2% in the public sector, the 3.4 % in Education/Academia, the 2.6% in a Non-for-profit organization and less than 1% in the Regulated Industry. Out of 117 participants, the 90 were full time employees, 20 were part time and 7 self-employed, working in the UK (n=55), in Cyprus (n=54), in Europe (n=3), in Asia (n=3), in USA (n=1) and in Australia (n=1). In terms of their collar, the majority were white collar workers (n=75), pink collar (n=37), blue collar (n=3) and unknown (n=2).

Regarding their education only 5 were secondary school graduates, 34 hold a Bachelor's degree, 62 a master's degree, 9 a doctorate degree and 8 of other qualifications. In terms of relationship status the majority of the sample was single (n=77), 38 were married or in a domestic partnership, one participant divorced and another one separated. Regarding their non work responsibilities, the 78.6% reported no dependants at all, 12.8% to have two children, 4.3% to have one child, 1.7% with three children, 1.7% with more than three children and one person with 2 other than children dependants.

4.1.4 Measures

Study 2 online survey utilised various scales to measure work intensification, perceptions of work intensification, resources, job crafting and flexible working practices. Well-being outcomes were measured using job satisfaction, absenteeism and presenteeism rates and demographics with various questions. Work Experiences survey is attached in Appendix H. All measures are discussed below in more detail, including subscales, scales' format, internal reliability and examples of the items used.

4.1.4.1 Work intensification

Work intensification was measured using a 5-items scale constructed based on two different scales in order to cover working in shortage of time, in tight deadlines and high work speed. The two scales are the Work Intensification (WI) subscale of Job Demands Scale (IDS; Kubicek et al., 2014) and European Survey of Working Conditions (ESWC; Green & McIntosh, 2001; Boisard et al., 2003). Work intensification is a 5-item instrument asking participants to respond to five statements in a 5-point format ranged from 1=no, not at all to 5=yes, completely. From the scale the following two adapted items which measure shortage of time were used: "Do you have limited time for your work tasks?" and "Do you have limited time for breaks?". The Work Intensification subscale's Cronbach's α coefficient of .91 indicated a high internal consistency. On ESWC work intensification was measured utilising a 3-items scale. The first two: "Working at very high speed", "Working to tight deadlines", "Do you have limited time to finish your job?" (adapted item to avoid reverse scoring). Participants will be asked to indicate their frequency in all five questions an adapted to the original 7-point likert scale (1=never to 7=all the time).

4.1.4.2 Perceptions of work intensification

To capture the perceptions of employees on work intensification as either challenging or hindering stressor a perceptions scale was developed. Participants were asked to appraise each item of work intensification scale as hindering or challenging. Namely, after

indicating the amount of work intensification they experienced they were asked to respond on a 7-point scale (1=very hindering to 5=very challenging) on the question: "Thinking again about the statements above how would you appraise each of the following?". Each work intensification item was judged as either hindering or challenging and then will be summed in a total of five appraisal items. The original idea was firstly utilised in a study of Paskvan et al. (2015) and showed high internal consistency (Cronbach a=.89).

4.1.4.3 Resources

Resources were measured using a shorter version of COR-Evaluation tool (COR-E; Hobfoll & Lilly, 1993). The original scale includes 74 resources however Hobfoll, Tracy and Galea (2006) successfully utilized an 11-resources version to measure resource loss and gain. The current study used an adapted 13-items version with a selection of work related resources. Resources considered being valuable for the current study based on the resource loss and gains recorded on the qualitative phase are included. The tool asked participants thinking about their working life, to indicate in a 7-point likert scale (1=loss to a great degree to 7=gain to a great degree) the change on the availability of resource loss and gain they experienced during the past 3 months providing a list of 13 resources. Here are few examples of resources used in the shorter version of the scale: "personal health, time for adequate sleep, adequate income etc".

4.1.4.4 Job crafting

Job Crafting Questionnaire (JCQ; Slemp & Vella-Brodrick, 2013) is a scale measuring the three types of job crafting consisted of 15 items. Participants were called to indicate how frequently they have engaged in job crafting over the last 3 months based on a 7-point likert scale (1= not at all to 7=very often). The response scale used is an adaptation of the original 6-point likert scale of the questionnaire. Sample statements are: "Introduce new approaches to improve your work", "Choose to take on additional tasks at work", "Organize or attend work related social factors". The Cronbach's a for the total job

crafting scale was .91, and the subscales obtained Cronbach's alpha values of .87, .83, and .89 for task, relational, and cognitive crafting, respectively. The instrument positively correlates with other similar, previously validated measures of proactive behaviours, job satisfaction, work contentment, work enthusiasm and positive affect well-being, as well as negatively correlates with negative affect well-being, thus supporting its convergent validity.

4.1.4.5 Well-being outcomes

Absenteeism was measured using absenteeism a single item based on the idea of Dalton and Mesch (1991) absenteeism. This questions was adapted accordingly in order to measure type B absenteeism which represents discretionary, avoidable absence— situations in which employees could have attended if they had so chosen. Steers and Rhodes (1978, 1984) model suggests that, in the case of Type B absences, ability to attend is not an issue but the lack of motivation to attend that leads to such absences. The item is an objective measurement that asks employees to give a number of days they miss from work: "Over the last 3 months, how many days were you absent from work excluding vacation time, holiday time and excused time? Note: excused time covers health issues (own/others) and emergency reasons".

Presenteeism was measured using a single item also based on the original question of Johns (2011). The item is an adapted version which measures presenteeism defined as going to work despite feeling unwell (Aronsson et al. 2000). The item is interested in the number of days employees were present at work even though were not well: "Over the last 3 months, how many days did you go to work even though you were sick or not feeling well?". Respondents who reported presenteeism rate above zero were also asked to indicate the source of pressure that they believed contributed to their decision to go to work while they were sick or not feeling well: Self: I put myself under pressure to attend work, regardless of my illness, Manager: I felt pressurised by my manager to attend work, regardless of my illness" and Colleagues: I felt pressurised by my colleagues to attend work, regardless of my illness. Each item will be measured using a 7-point agreement scale

(1= strongly disagree to 7= strongly agree). This question is adopted by Robertson, Leach, Doerner and Smeed (2012) presenteeism measurement with an adaptation to the response scale from 6-point to 7-point.

Both absenteeism and presenteeism are using a single item which is common in those cases and also an open ended, fill in the blank response format to measure absenteeism and presenteeism. This way of measuring these concepts is more accurate than widely used frequency scales even though self-reported (Johns, 1994).

Job satisfaction was measured using the job satisfaction subscale of Hackman & Oldham (1975) Job Diagnostic Survey (JDS). Besides its high validity and reliability (Cronbach a = .76) found by the authors, it is also a short tool. It is a 5-item scale that asks participants to indicate their agreement to the statements in a 7-point likert scale (1= Strongly disagree to 7= Strongly agree). This is an overall job satisfaction scale which measures overall satisfaction of the employee and also employees' perception of their colleagues' satisfaction. Example statements are: "Generally speaking, I am very satisfied with my job", "People on my job rarely think of quitting". Some adaptations to the wording were made in order to personalise the questions and to avoid reverse coding.

4.1.4.6 Flexible working practices

 Information about flexible working arrangements such as Working from home; Flexible hours or Flexi-time; Term-time working and Part-time working was obtained using two questions constructed based on the questions of Russell, O'Connell and McGinnity, (2009): (a) Are any of the following flexible working practices available in your workplace? (b) Have you made use of any of the following practices? Participants will be called to respond using a 2-point (1=yes/ 0=no) which makes our variable dichotomous.

4.1.4.7 Demographics

Demographic questions such as the nationality, age, gender, organisation, role and tenure, educational level, income and marital status were asked to be filled by the participants in order to be utilised as potential control variables.

4.1.5 Procedure

The Work Experiences Survey was distributed online to office-based employees in two different phases, Time 1 and Time 2 respectively with three months lag between them. Participants were invited to voluntarily complete the survey in their own time. The welcoming page was informing them about the whole study purpose and by proceeding to the first questions they were consenting to take part in it. Time 1 survey was open for one month, released from November to December 2016. The first participants were reached after approaching their HR departments that agreed to circulate it among their employees. More participants were contacted using personal connections with people working in various organizations in Cyprus and the UK. Then the survey link for Time 1 was distributed to social media professional groups and other contacts to approach professionals using snowball technique. The survey link was regularly published in these pages and groups while constant reminders were scheduled and sent to other participants to forward it to colleagues and friends.

At Time 2, the follow-up survey was released in March to April 2017 however the survey distribution was easier at this phase. Time 1 participants who expressed their interest to take part in the second phase were conducted via the email address they had previously provided. Emails with the survey link attached were forwarded to all of them while reminder emails were sent from time to time within the month. A month after each data collection phase (Time 1 and 2), preliminary and advanced statistical analyses were performed utilising IBM SPSS V.20 and SPSS AMOS V.25 statistical packages. A month elapsed before analysis to allow for participants to withdraw their data in case they decided so.

Study 2 was examining the new research model and hypotheses that were revised and developed based on the literature review and the previous findings of Study 1, in an attempt to ensure the generalizability of the findings across the wider population (Creswell & Clark, 2010). Time 1 with a cross-sectional design was aiming to assess the research model by confirming the hypotheses. Time 2 with a longitudinal was focused on

exploring the predictive ability of predictor variables on criterion variables in order to confirm causality between them.

The Bristol Online Survey (BOS) tool was utilised for the questionnaire construction based on existing-adapted scales on work intensification, job crafting, flexible working practices and well-being outcomes. The self-completion questionnaire was the more appropriate method for the current study to address its hypotheses and test the model as well as to indicate the clear insights of the employees since the nature of the study intended to examine personal beliefs and experiences of the individuals. Particularly, the most widely used and successful method to measure, especially well-being outcomes is self-report scales (Robertson & Cooper, 2011) instead of secondary data sources.

4.1.6 Addressing Common Method bias

Regarding common method bias, one way to control for it is the separation between measures of predictor and criterion variables (Podsakoff et al, 2003). In the current study, the time delay between Time 1 and 2 measurements of predictors and outcomes respectively, is the procedural remedy that allowed for common method bias control via temporal separation. An additional procedural method bias remedy is the proximal separation of scales thus, the physical distance between predictor and criterion measures was increased, whereas this was feasible. Another way to control for method bias is by eliminating common scale properties such as scale type, number of scale points, anchor labels etc. The current study utilised various types of response scales and questions formats, as well as objective measures of the variables to avoid as much as possible common scale properties' bias. However, several statistical remedies to minimize the effects of common method bias were also considered in case the procedural remedies were not effective (Podsakoff, MacKenzie & Podsakoff, 2012).

4.2 Results

The previous section discussed the revised research model and hypotheses, and the main parts of the quantitative phase design of Study 2, including Time 1 and 2 participants, instruments and procedure. Following, this section discusses the results and data analyses of the Work Experiences Survey at Time 1 and the additional measurement of outcome variables at Time 2. Finally the section concludes with an overview of the Study 2 findings.

4.2.1. Data Analysis

4.2.1.1 Preliminary Analyses

This section discusses the process of data analyses of Study 2, Time 1 data with the help of IBM SPSS Statistical Software V.20. It begins with the presentation of Preliminary analyses including Normality Tests, Factor Analysis and Scales Reliability and then carries on to Correlations. It concludes with the assessment of the research model, using Structural Equation Modeling (SEM) analyses with the help of IBM SPSS Amos. In each section, tables and figures represent and summarize the results accrued by the data analyses, for better understanding and clarifications.

Firstly, preliminary analyses were conducted, including screening and cleaning of the data when uploaded from Bristol Online survey tool. The variables were defined, coded accordingly and categorized. The survey codebook in Appendix I summarizes scales' items, points and coding. Mean scores and z-scores of scales were computed for each respondent in order for the appropriate checks for errors and outliers using frequencies and descriptive statistics to be performed. Then normal distribution checks, total scale and subscales calculations, and factor analysis and reliability checks were conducted.

A check on normality of data distribution was undertaken to make sure the data were sampled from a normally distributed population. Considering the current sample size (*N=255*) "Kolmogorov-Smirnov" normality test which is the appropriate for large samples was utilised. The data did not seem to be normally distributed since the test for all the variables indicated statistical significance <.05 which violated the normal distribution

assumption. The descriptive statistics showed small issues with skeweness and kurtosis of the variables however inspections of the histograms and normal probability plots suggest reasonably normal data distribution. Even though the data slightly violated the normal distribution assumption, according to the Central limit theorem, when the sample size is sufficiently large (*n >30*) then the sampling distribution of means are normally distributed regardless of the variables' distribution (Field, 2013).

During preliminary analyses, no outliers were identified. Interpreting the Explore output for each variable the Mean and 5% Trimmed mean which removes the top and bottom 5% of the cases of the variables were compared and showed that the two values were not very different thus the extreme values did not have strong influence on the mean (Pallant, 2013). Also the calculated z-scores of each case were checked against the empirical/ z-statistics rule for outliers. Since all the cases fell within the limits of absolute value of 3, none was removed as a potential outlier.

4.2.1.2 Factor Analysis

After total scale score's calculations, factor analysis was performed including the five scales: work intensification, work intensification perceptions, resources, job crafting and job satisfaction with the results presented below. The items of all five scales were subjected to the factor analysis (EFA) after the suitability of data for factor analysis was assessed. Inspecting the correlation matrix, coefficients of >.3 and above indicated no multicollinearity and singularity (Tabachnick & Fidell, 2001). The Kaiser-Meyer-Olkin value for measuring the sample adequacy was .87, exceeding the recommended value of .70 (Field, 2013) and Bartlett's Test of Sphericity was statistically significant, supporting the factorability of the correlation matrix. The communalities table indicated that the majority of the items exceeded the recommended value of .40 (Costello & Osborne, 2005), except five items that ranged from .24 to .36.

The Principal Axis Factoring revealed the presence of nine factors with eigenvalues exceeding 1 (Kaiser, 1960). Using Cattell's scree test there was a clear break after the

eighth factor so only eight factors were kept for further investigation, since Kaiser's method is no longer regarded accurate (Costello & Osborne, 2005). Then the factor analysis was run twice to extract the eight factors. The extracted factor matrix contained the variables and their loadings, from which the majority are considered fair to excellent according to the guide for factor interpretation (Comrey & Lee, 1992). The results of the analysis are aligned with the a priori theoretical background behind the scales and subscales of the current study. The eight factors include work intensification, work intensification perceptions, task, relational and cognitive crafting, and job satisfaction. Regarding resources, two different factors emerged from the analysis creating two subscales: work-related and non-work related resources. Table 5 below summarizes the factor loadings and communalities for each item used in the study, split in the eight different factors.

Table 5. *Pattern/Structure Coefficients and Communalities for EFA with Varimax Rotation.*

Items *(N=255)*	Factor Loadings								Communalities
	1	2	3	4	5	6	7	8	
Factor 1: Work related Resources									
RES13 Positive self-image/ personal fulfillment	**.710**	.344							.688
RES6 professional development/ fulfillment	**.681**								.584
RES9 feeling that your working life has meaning/purpose	**.668**								.673
RES12 Job training/ mentoring	**.649**								.551
RES4 Acknowledgement of my accomplishments at work (from managers/ co-workers)	**.626**								.545
RES10 Necessary tools for work (e.g. operational equipment)	**.570**								.456
RES11 Connection and Support from co-workers	**.527**								.401

Table 5. *Pattern/Structure Coefficients and Communalities for EFA with Varimax Rotation.*

Items (N=255)	Factor Loadings								Communalities
	1	2	3	4	5	6	7	8	
RES8 feeling that you have control over your working life	**.485**						.394		.504
RES1 adequate income	**.386**								.292
Factor 2: Cognitive Crafting									
JCR8 Remind yourself of the importance of your work for the broader community		**.737**							.681
JCR9 Think about the ways in which your work positively impacts your life		**.729**							.731
JCR7 Remind yourself about the significance your work has for the success of the organisation		**.696**							.628
JCR10 Reflect on the role your job has for your overall well-being		**.668**							.544
JCR6 Think about how your job gives your life purpose		**.655**							.520
Factor 3: Work Intensification Perceptions									
WIPER4 Working to tight deadlines			**.882**						.807
WIPER5 Having limited time to finish your job			**.795**						.714
WIPER3 Working at very high speed			**.761**						.648
WIPER1 Having limited time for work tasks			**.723**						.616
WIPER2 Having limited time for breaks			**.388**						.243
Factor 4: Work Intensification									

Table 5. *Pattern/Structure Coefficients and Communalities for EFA with Varimax Rotation.*

Items *(N=255)*	Factor Loadings								Communalities
	1	2	3	4	5	6	7	8	
WINT5 Do you have limited time to finish your job?				**.807**					.668
WINT4 How often does your main job involve working to tight deadlines?				**.781**					.703
WINT1 Do you have limited time for your work tasks?				**.747**					.577
WINT3 How often does your main job involve working at very high speed?				**.668**					.516
WINT2 Do you have limited time for breaks?				**.466**					.240
Factor 5: Job satisfaction									
JSAT5 People in my job rarely think of quitting					**.738**				.622
JSAT4 Most people in my job are very satisfied with the job.					**.719**				.585
JSAT3 I rarely think of quitting my job					**.678**				.526
JSAT2 I am generally satisfied with the kind of work I do in my job.	.388				**.617**				.674
JSAT1 Generally speaking, I am very satisfied with my job.	.455				**.612**				.695
Factor 6: Relational Crafting									
JCR12 Organise or attend work related social functions						**.745**			.664
JCR15 Make friends with people at work who have similar skills or interests						**.718**			.574

Table 5. *Pattern/Structure Coefficients and Communalities for EFA with Varimax Rotation.*

Items *(N=255)*	Factor Loadings								Communalities
	1	2	3	4	5	6	7	8	
JCR13 Organise special events in the workplace (e.g., celebrating a co-worker's birthday)						**.666**			.548
JCR11 Make an effort to get to know people well at work						**.635**			.521
JCR14 Choose to mentor new employees (officially or unofficially)						**.447**			.285
Factor 7: Non-Work Related Resources									
RES3 Time for adequate sleep							**.735**		.603
RES5 Free time/hobbies							**.708**		.572
RES7 Time with loved ones (friends/ family)							**.680**		.532
RES2 Personal health							**.620**		.507
Factor 8: Task Crafting									
JCR4 Choose to take on additional tasks at work								**.685**	.583
JCR3 Introduce new work tasks that you think better suit your skills or interests								**.677**	.661
JCR2 Change the scope or types of tasks that you complete at work								**.618**	.551
JCR1 Introduce new approaches to improve your work		.404						**.536**	.565
JCR5 Give preference to work tasks that suit your skills or interests								**.425**	.359

Notes: Extraction Method: Principal Axis Factoring. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 7 iterations. Major loadings for each item are bolded.

4.2.1.3 Scale reliability analysis

In this section, the scales and subscales calculations and reliability checks are presented. Reliability checks were performed on the scales and subscales to examine their internal consistency using Cronbach alpha coefficients. The reliability of the scales and subscales of the current study seems satisfactory, since they all exceed the preferable value of Cronbach a=/>.80 (Pallant, 2013). Table 6 summarizes the internal consistency of the scales used in the current study, along with the number of items for each scale. For the scales which have been utilised in previous studies, their original reliability value is also presented at the table.

According to reliability analyses, Work intensification scale with five items indicated Cronbach a=.82 and Work intensification Perceptions slightly higher at .86. Resources scale (a=.89) was split at Factor analysis in two subscales: Work Related (9 items) and Non-work related resources (4 items) indicating high internal consistency with Cronbach a=.89 and .82, respectively. Job crafting consisted by the three subscales indicated a high Cronbach a= .89, while task, cognitive and relational crafting showed a=.84, .88 and .81, respectively. Finally, Job satisfaction scale containing 5 items had also high internal reliability with Cronbach a=.87 while for Time 2 measurement also showed high internal reliability with Cronbach a=.82.

Table 6. *Scales' Reliability (Cronbach's a)*

Scales *(N=255)*	Items	Original	Time 1 *(N=255)*	Time 2 *(N=117)*
Work Intensification	5	-	82	-
Work Intensification Perceptions	5	-	.86	-
Resources	13	-	.89	-
Work related	9	-	.89	-
Non-work related	4	-	.82	-
Job Crafting	15	.91	.89	-
Task Crafting	5	.87	.84	-
Cognitive Crafting	5	.89	.88	-
Relational Crafting	5	.83	.81	-
Job Satisfaction	5	.76	.87	.82

4.2.1.4 Statistics and Correlations

Correlations analysis was performed to explore and describe the strength and direction of linear relationships among the group of variables within the data using Pearson product-moment correlation coefficient (*r*). Correlations table summarizes the statistically significant correlations coefficients of the current variables along with mean scores and standard deviations of continuous and dichotomous variables. The correlations also justify the inclusion of control variables later on the model. Table 7 presents the percentage and frequencies for categorical variables utilised in the correlations.

Table 7. *Percentage and Frequency of the Sample per Variable*

Variable	Coding Scheme	Frequency	Valid Percent
Presenteeism	0=No	79	31.0
	1=Yes	176	69.0
Absenteeism	0=No	155	60.8
	1=Yes	100	39.2
Remote working	0=No	141	55.3
	1=Yes	114	44.7
Flexi-time working	0=No	117	45.9
	1=Yes	138	54.1
Term-time working	0=No	205	80.4
	1=Yes	20	19.6
Part-time working	0=No	193	75.7
	1=Yes	62	24.3
Sex	1=Male	90	35.3
	2=Female	165	64.7
Uncertainty Avoidance	0=Low	69	27.1
	1=High	186	72.9
White Collar Workers	0=No	73	28.6
	1=Yes	181	71.4
Organisational size*	0=No	109	42.7
	1=Yes	146	57.3
	Total	255	100

Dichotomous variable indicating whether a business is large or small-medium

Table 8 summarizes the correlations coefficients between the most important variables of the study, their mean scores and standard deviations. As shown at the table, work intensification with mean score *M*=4.19 (*SD*=1.34) is significantly correlated with six variables. It is negatively correlated with Work related and Non-work related resources r (255) =-.14, *p*<.05 and r (255) =-.25, *p*<.01, respectively. Work intensification is also negatively correlated with job satisfaction r (255) =-.18, *p*<.01. According to the table, work intensification is positively related to relational crafting, presenteeism and white collar workers r (255) =.13, *p*<.05. The above correlations are statistical significant even though, they seem to be weak as suggested by Cohen (1988) guidelines that r values ranged from .10 to .29 are considered as small, from .30 to .49 as medium, and from .50 to 1.0 as large.

Work intensification perceptions variable is positively and statistically significant correlated with eight constructs. Correlation with work related resources r (255) =.39, $p<.01$ is positive with medium strength while with non work related resources r (255) =.24, $p<.01$ is small. Work intensification perception is correlated with all three types of crafting: with task crafting r (255) =.34, $p<.01$ the correlation is medium, with cognitive crafting r (255) =.24, $p<.01$ and relational crafting r (255) =.18, $p<.01$ correlations are small. Perceptions of work intensification is also weak correlated with job satisfaction r (255) =.24, $p<.01$, flexi-time r (255) =.14, $p<.05$ and job satisfaction at Time 2 r (117) =.28, $p<.01$.

As the table presents, work related resources is statistically significant correlated with various constructs. With non-work related resources, as expected, is positively and almost strongly correlated r (255) =.46, $p<.01$, same as with task r (255) =.42, $p<.01$ and cognitive crafting r (255) =.48, $p<.01$. While with relational crafting is positively but less strong than the other crafting types r (255) =.36, $p<.01$. The strongest correlation of work resources is shown with job satisfaction r (255) =.53, $p<.01$ while with presenteeism even though weak the correlation is negative r (255) =.-13, $p<.05$. Flexi-time with work resources correlations is also positive but small r (255) =.21, $p<.01$ and age is also small but negative r (255) =-.22, $p<.01$. Uncertainty avoidance is weak and positively correlated with work resources r (255) =.21, $p<.01$, and organisational size is weak and negatively correlated with work resources r (255) =-.14, $p<.05$. Work resources are positively and strongly related to job satisfaction at Time 2 r (117) =.51, $p<.01$.

Non work related resources variable is correlated positively but weak with task r (255) =.19, $p<.01$ and cognitive crafting, and job satisfaction r (255) =.22, $p<.01$. It is correlated weak and negatively with presenteeism r (255) =-.21, $p<.01$, white collar, organisational size r (255) =-.14, $p<.05$ and presenteeism Time 2 r (117) =-.23, $p<.05$.

Task crafting, as expected is highly and positively correlated with the other crafting types: cognitive r (255) =.60, $p<.01$ and relational r (255) =.46, $p<.01$. Task crafting is also positively correlated with job satisfaction r (255) =.34, $p<.01$, remote working r (255) =.26,

p<.01, flexi-time *r* (255) =.29, *p*<.01, term time working *r* (255) =.16, *p*<.05 and job satisfaction Time 2 *r* (117) =.35, *p*<.01.

Cognitive crafting is positively and medium correlated with relational crafting and job satisfaction *r* (255) =.40, *p*<.01. It is negatively but small correlated with absenteeism *r* (255) =-.12, *p*<.05 and positively with remote working *r* (255) =.16, *p*<.01, flexi-time *r* (255) =.22, *p*<.01, term-time working *r* (255) =.18, *p*<.01 and job satisfaction Time 2 *r* (117) =.43, *p*<.01. Cognitive crafting is negatively and weak correlated with white collar *r (255)* =-.13, *p*<.05 and organisational size *r* (255) =-.15, *p*<.05. Relational crafting is positively and weak correlated with job satisfaction *r* (255) =.20, *p*<.01, flexi-time *r* (255) =.14, *p*<.05, term time working *r* (255) =.19, *p*<.01 and job satisfaction Time 2 *r* (117) =.31, *p*<.01.

Job satisfaction is weak and negatively correlated with presenteeism *r* (255) =-.23, *p*<.01 and organisational size *r* (255) =-.15, *p*<.05 and positively with flexi time *r* (255) =.20, *p*<.01 and term-time working *r* (255) =.15, *p*<.05. Presenteeism is positively correlated with absenteeism *r* (255) =.24, *p*<.01 and negatively with age *r* (255) =-.13, *p*<.05 but weak. Absenteeism is only negatively and small correlated with age *r* (255) =-.13, *p*<.05 while absenteeism Time 2 is also negatively correlated with job satisfaction *r* (117) =-.19, *p*<.05.

Remote working is positively, medium correlated with flexi-time *r* (255) =.39, *p*<.01 and small with age *r* (255) =.20, *p*<.01 white collar *r* (255) =.15, *p*<.05 and organisational size *r* (255) =.16, *p*<.05. It is negatively and highly correlated with uncertainty avoidance *r* (255) =-.48, *p*<.01. Flexi-time is positively and small correlated with term and part time working *r* (255) =.20, *p*<.01, and organisational size *r* (255) =.14, *p*<.05. It is negatively and weak correlated with uncertainty avoidance *r* (255) =-.14, *p*<.05 and to presenteeism Time 2 *r* (117) =-.18, *p*<.05. Flexi-time is also positively but weak related to job satisfaction Time 2 *r* (117) =.21, *p*<.05. Term time working is medium and positively correlated with part-time working and weak and negatively correlated with white collar *r* (255) =-.15, *p*<.05. Part-time working is weak and positively correlated with sex *r* (255) =.15, *p*<.05 and negatively with white collar *r* (255) =-.13, *p*<.05.

Age is highly and negatively correlated with uncertainty avoidance *r* (255) =-.47, *p*<.01 and uncertainty avoidance is weak and positively correlated with white collar *r* (255) =.21,

p<.01 and organisational size *r* (255) =.28, *p*<.01. White collar is small and positively correlated with organisational size *r* (255) =.15, *p*<.05. Age is also negatively and week correlated with absenteeism Time 2 *r* (117) =-.20, *p*<.05. Absenteeism Time 2 is positively correlated with Presenteeism Time 2 *r* (117) =.30, *p*<.01.

Overall, based on the correlations the most important results are summarized below. Higher levels of work intensification are related to resource loss, higher relational crafting, lower satisfaction and higher absenteeism. Challenging perceptions are related to resource gains, higher task, cognitive and relational crafting and job satisfaction. Resource gains are related to higher task, cognitive and relational crafting, job satisfaction and flexi-time, and lower presenteeism. Task crafting, cognitive and relational crafting are related to higher job satisfaction but only cognitive crafting is related to lower absenteeism. Remote working, flexi-time and term time working are related to higher task and cognitive crafting. Flexi-time and term time working are related to higher relational crafting and job satisfaction. Uncertainty avoidance is associated with resource gains and lower remote working, flexi-time and age. Regarding Time 2, the key findings are that work intensification perceptions, work related resource gains, higher task, cognitive and relational crafting at Time 1 are associated with higher levels of satisfaction at Time 2. Only non work related resources are negatively related to presenteeism at Time 2 while absenteeism is not significantly correlated with any of the predictive variables.

Table 8. *Means, Standard Deviations & Pearson r Correlations between Time 1 and 2 variables*

Variables (N=255)	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
1. Work Intensification	4.19	1.34	-																					
2. Work Intensification Perceptions	4.18	1.28	.12	-																				
3. Work related Resources	4.53	1.11	-.14*	.39**	-																			
4. Non-Work related Resources	3.74	1.18	-.25**	.24**	.46**	-																		
5. Task crafting	4.51	1.15	.11	.34**	.42**	.19**	-																	
6. Cognitive crafting	4.67	1.33	.04	.24**	.48**	.24**	.60**	-																
7. Relational crafting	4.56	1.25	.13*	.18**	.36**	.09	.46**	.40**	-															
8. Job Satisfaction	4.56	1.36	-.18**	.24**	.53**	.22**	.34**	.40**	.20**	-														
9. Presenteeism[1]	-	-	.13*	-.00	-.13*	-.21**	-.04	-.05	.01	-.23**	-													
10. Absenteeism[1]	-	-	-.12	-.05	-.10	-.02	-.01	-.12*	.03	-.09	.24*	-												
11. Remote working[1]	-	-	.09	.04	-.05	.04	.26**	.16**	.00	.08	.06	-.09	-											
12. Flexi-time[1]	-	-	-.08	.14*	.21**	.07	.29**	.22**	.14*	.20**	-.02	.08	.39**	-										
13. Term-time working[1]	-	-	.04	.07	.05	.12	.16*	.18**	.19**	.15*	.10	-.01	.11	.20**	-									
14. Part-time working[1]	-	-	.03	-.06	-.09	.03	.08	.05	-.01	-.04	.02	-.01	.15	.20**	.39**	-								
15. Age	32.11	10.10	.09	-.12	-.22**	-.08	.03	.07	-.09	-.03	-.13*	-.13*	.20**	.12	-.03	.04	-							
16. Sex[1]	-	-	.02	-.00	-.07	-.01	.03	.04	.03	.00	.02	.09	.02	.09	.10	.15*	-.00	-						
17. Uncertainty Avoidance[1]	-	-	.04	.11	.21**	.06	-.04	.06	.05	-.01	.07	.10	-.48**	-.14*	.06	-.03	-.47**	-.00	-					
18. White Collar[1]	-	-	.13*	.06	-.09	-.14*	-.05	-.13*	-.09	-.02	-.05	.01	.15*	.11	-.15*	-.13*	.04	.00	.21**	-				
19. Organisational size[1]	-	-	.11	-.01	-.14*	-.14*	-.92	-.15*	.03	-.15*	.02	.03	.16*	.14*	-.03	-.07	.07	.01	.28**	.15*	-			
20. Job Satisfaction_2[2]	4.46	1.32	-.01	.28**	.51**	.10	.35**	.43**	.31**	.55**	.07	.01	-.00	.21*	.10	-.04	.12	-.09	-.03	.02	-.13	-		
21. Presenteeism_2[2]	-	-	.18	.03	-.03	-.23*	.10	-.01	-.01	-.82	-.14	.11	.04	-.18*	-.01	.01	-.03	.12	-.03	.02	.01	-.14	-	
22. Absenteeism_2[2]	-	-	.02	.10	-.03	-.07	-.04	.01	.13	-.19*	.00	-.01	.10	.01	.17	.03	-.20*	.01	-.03	.07	.09	-.14	30**	-

* p <.05, ** p <.01, [1]Categorical Variable,[2]N=117

4.2.1.5 Structural Equation modeling

IBM SPSS AMOS V.25 software package for Structural Equation Modeling (SEM) was utilised to test the multiple hypothesized relationships of the research model as a whole, using the data of 255 participants. SEM is a set of data analysis tools which allow for the examination of "theoretically derived and a priori specified causal hypotheses" (Mueller & Hancock, 2007, p.789), in three different forms: the measured path analysis (MVPA) model, the confirmatory factor analysis (CFA) model and the latent variable path analysis (LVPA) model. The current study used the latent variable path model analysis which is suitable for examining both structural and causal relations among latent factors.

SEM analysis technique is a four stages process that includes the initial model conceptualisation, parameter identification and estimation, data-model fit assessment, and potential model modification. All four stages have been followed to perform SEM using the Time 1 data. At the first stage, the latent variable path model was developed, as per the revised model and hypotheses discussed previously in this chapter which is justified by the underlying theory and the interview findings of Study 1.

The second stage, the parameter identification and estimation was conducted by employing the maximum likelihood (ML) estimation method. This is an iterative large sample technique which assumes the multivariate normality of the data. The initial model was estimated over identified, since the estimated parameters were less than the sample moments (variances and covariances) with the number of degrees of freedom to be positive (*df=314*). Over identified models are preferred and more interesting for SEM because they represent simpler potential explanations of the observed associations, allowing the acceptance or rejection of the model.

The third step was the data model fit assessment in which the different assessment strategies were inspected to ensure whether and to what extent the latent model fits the data. The initial model has indicated relatively bad fit to the data and high number of parameters compared to the sample size. The absolute indices which evaluate the overall discrepancy between observed and implied covariance matrices are the chi squared fit (χ^2) and the Standardised root mean square residual (S*RMR*). For the χ^2 = 1089.40, *df=453*, *p<*

.01, the probability value is below .05 thus the model should be rejected and classified as misspecified. The *SRMR* is an absolute measure so the closer to zero the better the fit. The current model with S*RMR = .08 does not* seem to fit since that the acceptable values are those less than .08 (Hu & Bentler, 1999).

The parsimonious index the Root mean square error of approximation (*RMSEA)* assesses the overall discrepancy between observed and implied covariance regarding its complexity. The Comparative fit index (*CFI*) evaluates absolute or parsimonious fit relative to a baseline model-the null model that assumes no relations among the variables. *RMSEA= .07 and CFI=* .82 did not indicate a good fit based on the two-index criterion for model fit *CFI>=* .95 and *RMSEA<=* .06 (Hu & Bentler, 1999). Additional post-hoc modifications were needed, firstly to achieve good-fit indexes, and secondly because not all regression weights were statistically significant.

The fourth and last stage in SEM was the potential model modification. This process was slow and careful, checking the modification indices, making each modification at a time and re-running the analysis after each modification. Modification recommendations from AMOS are directly motivated by the data thus all respecifications should be considered as exploratory and treated accordingly so that the final model would remain closely to the initial conceptualised model driven by theoretical considerations. Also the number of parameters needed to be eliminated. Based on the 5:1 ratio sample size to number of parameters estimated, considering the number of participants *(N=255),* the ideal model should have had a maximum of 51 distinct parameters to be estimated in order for the Maximum Likelihood parameter estimates to be trustworthy (Mueller & Hancock, 2008).

Regarding items modifications low loaded items *(<.70)* to the latent variables were removed guided by the Factor Analysis and the a priori hypotheses about the scales and subscales. Loadings above .70 or .80 are ideal based on (Hancock & Mueller, 2001). As it can be seen in Figure 6, each latent variable was left with 3 to 6 items maximum, as per the guidelines on sufficient number of psychometrically sound indicators which posits that "two are fine, three are better, four is the best and anything more is gravy" (Kenny, 1979, p.143). Having enough

items for each latent variable is important because it prevents several estimation and identification problems and ensures satisfactory construct reliability.
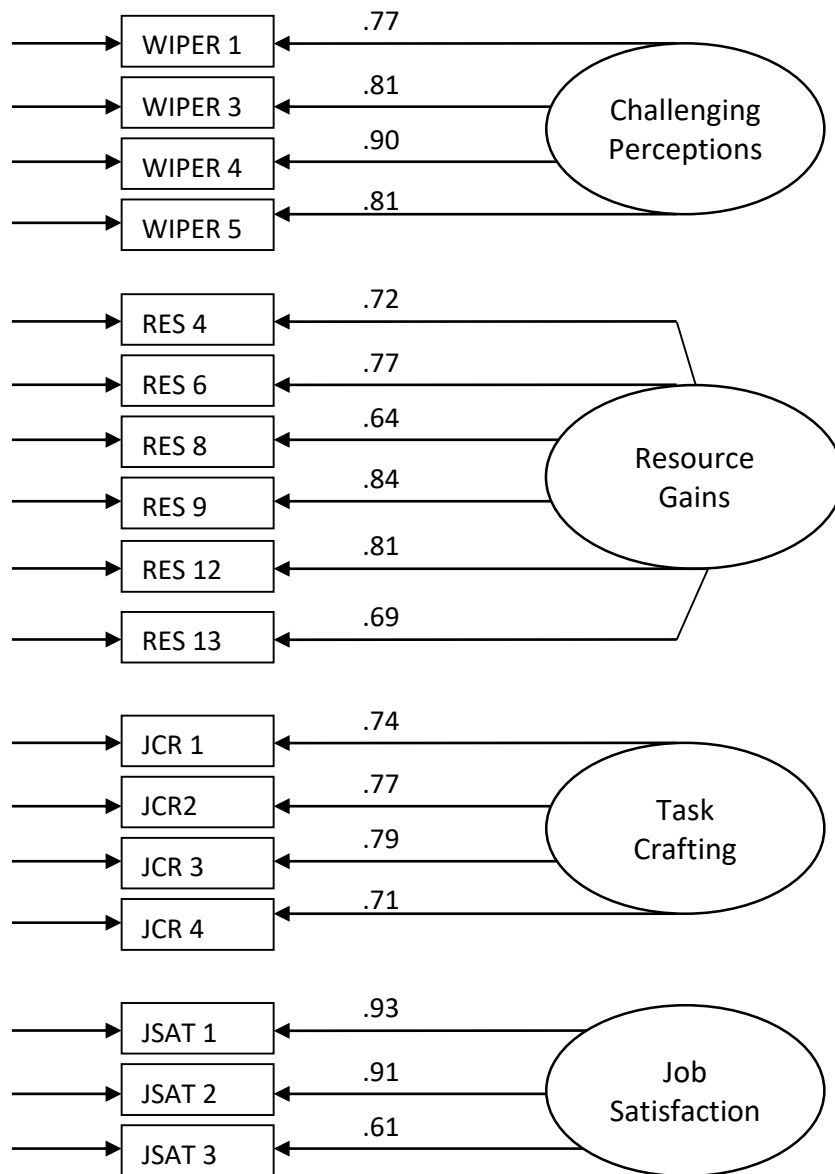

Figure 6. *Latent variable path analysis model with standardised estimates*

Relationships among variables changed while control factors were eliminated. In the meantime, along with item and post hoc modifications, and respecifications, the model fit indices were constantly checked until resulting to the best possible model fit indices and the most representative to reality and the data model. The post hoc model modifications allowed for the model fit indices to improve and deemed satisfactory. Regarding absolute

indices showed a significant difference with χ^2= 283.27, df= 164, p< .01 and SRMR= .05. Parsimonious and comparative fit indices indicated a very good fit with RMSEA= .05 and CFI= .95 based on the two-index criterion for model fit CFI>= .95 and RMSEA<= .06 (Hu & Bentler, 1999). Figure 7 represents Time 1 Final model which was finalised after the long process of modifications and respecifications. The alternative-reversed model was tested however it provided poorer fit indices and regression weights to the final model. Table 9 below shows the Goodness-of-fit indices and chi-squared difference tests for both Time 1 models.
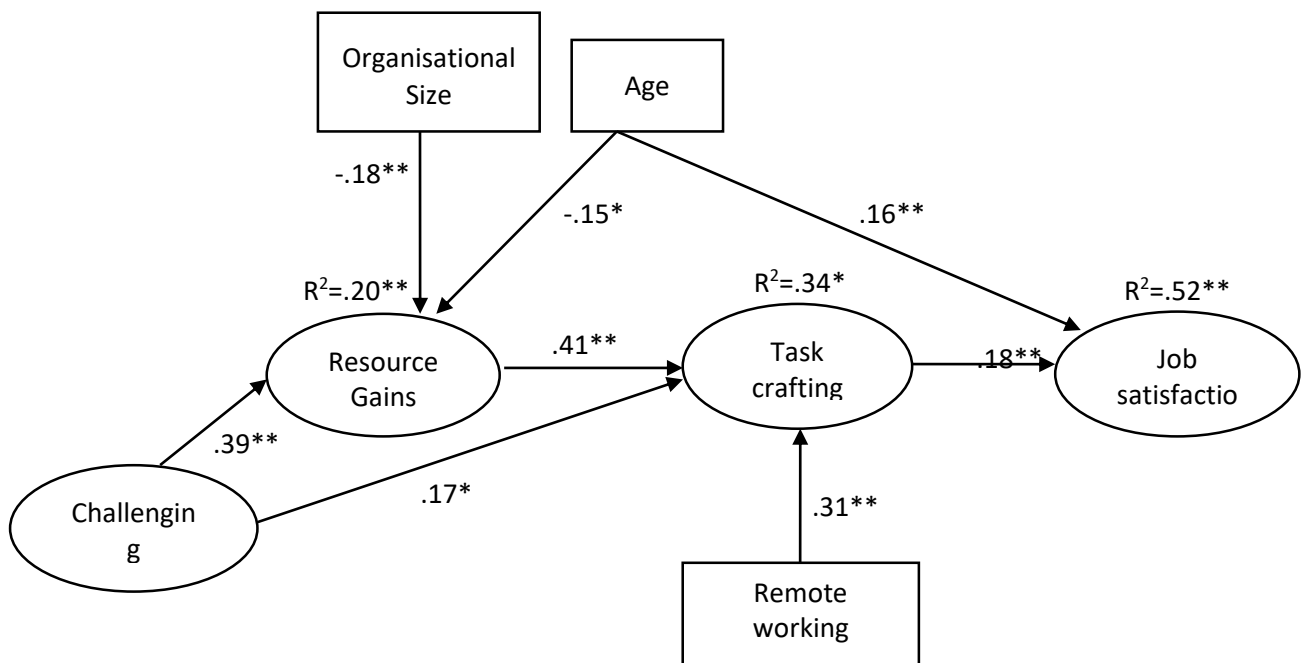
Figure 7. *Time 1 Final model with standardised and coefficients of determination estimates*
*p<.05, **p <.01

Table 9*. Goodness-of-fit indices and chi-squared difference tests for Time 1 models*

Models	χ^2	df	$\Delta\chi^2$	Δdf	SRMR	RMSEA	CFI
Initial model	1089.40**	453	-	-	.08	.08	.82
Final Model	283.27**	164	806.13	289	.05	.05	.95

*p<.05, **p <.01

Following more detailed results on unstandardised and standardized regression weights along with standard errors are presented based on the final model analyses. SEM analysis

indicated that work intensification perceptions predict higher work related resources *(beta=.39, p<.01)* and task crafting *(beta=.14, p<.05)*. Work related resources predict higher task crafting engagement *(beta=.41, p<.01)* and job satisfaction *(beta=.62, p<.01)* while task crafting also predicts higher job satisfaction *(beta=.18, p<.05)*. Remote working also seems to be positively related to task crafting *(beta=.31, p<.01)* instead of acting as a moderator between resources and task crafting. Age as a control factor is negatively related to resources *(beta=-.15, p<.05)* and positively with job satisfaction *(beta=.16, p<.01)* while organisational size as a control factor is negatively related to work related resources *(beta=-.18, p<.01)*. All unstandardised and standardized regression weights and standard errors for latent constructs and their items are presented at Table 10.

Table 10. *Unstandardised (B) and Standardised (β) Regression Weights, and Standard Error (SE) estimates of Time 1 Final model*

	B / beta (β)					
Variables	Challenging Perceptions	Resource Gains	Task Crafting	Organisational Size	Age	Remote working
Resource Gains	.29**/.39**	-	-	-.40**/-.18**	-.02*/-.15*	-
SE	.05	-	-	.14	.01	-
Task Crafting	.12*/.17*	.37**/41**	-	-	-	.63**/31**
SE	.05	.07	-	-	-	.13
Job Satisfaction	-	.83**/.62**	.26**/.18**	-	.02**/.16**	-
SE	-	.10	.09	-	.01	-

*p<.05, **p <.01

Table 11 summarizes the coefficients of determination *(r^2)* for the three endogenous variables. Coefficient of determination, or the coefficient of multiple determination for multiple regression *(r^2)* estimates the closeness of the data to the fitted regression line. It

returns the percentage of the dependent variable variation as explained by a linear model. The higher the value is the better the model fits the data. As it can be seen on the table, the predictors of work related resources explain the 20.3% of its variance (r^2=.20, p<.01); task crafting predictors explain the 34% of its variance (r^2=.34, p<.01), and the predictors of job satisfaction record the highest 52% of its variance (r^2=.52, p<.01).

Table 11. *Coefficients of determination estimates (r^2)*

Variables	Estimates
Work related Resources	.20**
Task Crafting	.34**
Job Satisfaction	.52**

*p<.05, **p <.01*

4.2.1.5.1 Bootstrapping: Statistical mediation analysis

Bootstrapping analysis is a valid and powerful way for testing intervening variable effects on IBM SPSS AMOS V.25 (Williams & MacKinnon, 2008 cited in Hayes, 2009). Examining the Time 1 Final model, bootstrapping was performed with a 95% bias corrected bootstrap confidence interval based on 5000 samples of the direct and indirect effects (Hayes, 2009).

Table 12 below summarizes the standardized indirect effects of the model regarding task crafting and job satisfaction. The indirect effect of organisational size to task crafting (-.07; 95% CI=-.13,-.03, p< .01) and job satisfaction (-.12; 95% CI=-.19,-.05, p< .01) is negative and statistical significant with confidence intervals different from zero. The indirect effect of age to task crafting (-.06; 95% CI= -.11,-.02, p< .05) and job satisfaction (-.10; 95% CI=-.18,-.03, p< .05) is also negative and statistical significant with confidence intervals different from zero. The indirect effect of remote working to job satisfaction is positive and significant with confidence intervals different from zero (.06; 95% CI= .02, .10, p< .05).

The most important indirect effects regarding the hypothesized model are those of work intensification perceptions and work related resources. The indirect effect of work

intensification perceptions to task crafting (*.16; 95% CI= 10, .24, p<.01)* that means that work related resources mediate the effect of work intensification perceptions on task crafting.

The indirect effect of intensification perceptions on job satisfaction is positive and statistical significant with confidence intervals different from zero *(.30; 95% CI= .22, .40, p<.01)* which means that task crafting and work related resources mediate the relationship of the two variables. The indirect effect of work related resources to job satisfaction is positively and statistical significant with confidence intervals different from zero *(.07; 95% CI= .03, .14, p< .05*) which means that task crafting mediates the relationship of these two variables.

Table 12. *Standardized Indirect Effect Coefficient estimates and Standard Error (SE)*

Variables	Organisational Size	Age	Remote working	Work Intensification Perceptions	Work related Resources
Task Crafting	-.07**	-.06*	-	.16**	-
SE	.03	.03	-	.04	-
Job Satisfaction	-.12**	-.10*	.06*	.30**	.07*
SE	.04	.05	.02	.05	.03

*p<.05, **p<.01

4.2.2 Additional Analyses using Time 2 data

Even though Time 1 indicated significant results regarding the model and hypotheses examination is unable to establish cause-effect relationships between the variables thus, Time 2 longitudinal design has been conducted. Time 2 phase collected second phase measurements of the outcome variables that allowed for predictive relationships to be examined among predictors and outcome variables.

4.2.2.1 Regressions

Regarding the longitudinal design of Study 2, two hierarchical multiple regressions were conducted to assess the cause-effect relationship between predictors measured at Time 1: task crafting and work related resources and criterion variables measured at Time 2: job

satisfaction, absenteeism and presenteeism. Time 2 participants dropped to 117 therefore it was challenging to utilise Structural Equation modeling with the 5:1 ratio of sample size to number of parameters (Mueller & Hancock, 2008). The two hierarchical regressions were performed to examine the predictive ability of task crafting and work related resources at Time 1 on job satisfaction at Time 2, only since absenteeism and presenteeism at Time 2 did not even indicate significant correlations with Time 1 predictors.

Firstly, the assumptions checks are stated and then the two hierarchical regression analyses are presented along with tables summing up the key findings for each regression model. Appropriate checks were performed guided by Pallant (2013) to ensure that there were no violations of the preliminary assumptions. Multicollinearity assumption was examined against the Correlations table which indicated no violations since all variables were medium correlated (r >.30). According to Coefficients table, Tolerance indicators for the independent variables were higher than .10 and VIF values were well below the cut-off point of 10, which ensured no violation of collinearity. Checks against outliers, normality, linearity, homoscedasticity and interdependence of residuals were conducted. The points of Normal P-P Plot were lying in a straight diagonal line from bottom left to top right which suggests no deviation from normal distribution. The scatterplot of the standardized residuals showed that residuals were roughly rectangularly distributed with most of the scores in the centre, around 0 points, with no outliers to be detected. When checking for Mahalanobis distances none of the cases exceeded critical values. Cook's distance maximum value was not exceeding the acceptable value of 1 that indicated no case to be removed.

4.2.2.1.1 Task crafting Time 1 predicting job satisfaction Time 2

The first hierarchical regression examined if task crafting at Time 1 predicts job satisfaction at Time 2 after controlling for age and organisational size. All preliminary assumptions were satisfied. Age and organisational size were entered at Step 1, explaining the 2.7% of the variance in job satisfaction. After entry of task crafting at Step 2 the overall model explained 15.2% of the variance in job satisfaction, *F (3,116)=6.73, p <.01*. Task crafting explained an additional 12.5% of job satisfaction after controlling for age and organisational size, *R^2 change= .13, F change (1, 113)= 16.59, p <.01.* In the final model only task crafting explained

a significant proportion of job satisfaction with high beta value *(beta=.35, p<.01).* Table 13 summarizes the findings of the first hierarchical regression.

Table 13. *Results of Hierarchical Multiple Regression Analysis for Task crafting at Time 1 impact on Job satisfaction at Time 2, controlling for age and organisational size*

Variable	Job Satisfaction (T2)			
Step 1	*B*	*SE B*	*beta (β)*	*t-value*
Age	.01	.01	.10	-1.36
Organisational Size	-.33	.25	-.13	1.08
R^2	.03			
F	1.58			
Step 2	*B*	*SE B*	*beta (β)*	*t-value*
Task crafting (T1)	.42	.10	.35**	4.07
ΔR^2	.13			
FΔ	16.59**			

*p <.05, **p <.01

4.2.2.1.2 Task crafting and Work-related resources Time 1 predicting job satisfaction Time 2

The second hierarchical regression examined if task crafting and work related resources at Time 1 predict job satisfaction at Time 2 after controlling for age and organisational size. All preliminary assumptions were satisfied. Age and organisational size were entered at Step 1, explaining the 2.7% of the variance in job satisfaction. After entry of task crafting and resource gains at Step 2 the overall model explained 29.9% of the variance in job satisfaction, *F (4,116)= 11.96, p <.01.* Task crafting and work related resources explained an additional 27.2% of job satisfaction after controlling for age and organisational size, R^2 *change= .27, F change (2, 112)=21.76, p <.01.* In the final model only work related resources explained a significant proportion of job satisfaction with high beta value *(beta=.45, p<.01).* Surprisingly, task crafting was not a significant predictor of job satisfaction when resources were also entered in the regression. Namely, resource gain is a more important predictor of job

satisfaction than task crafting. Table 14 summarizes the key findings of the second hierarchical regression.

Table 14. *Results of Hierarchical Multiple Regression Analysis for Task crafting and Work Resources at Time 1 impact on Job satisfaction at Time 2, controlling for age and organisational size*

Variable	Job Satisfaction (T2)			
Step 1	*B*	*SE B*	*beta (β)*	*t-value*
Age	.01	.01	.10	-1.36
Organisational Size	-.33	.25	-.13	1.08
R^2	.03			
F	1.58			
Step 2	*B*	*SE B*	*beta (β)*	*t-value*
Task crafting (T1)	.16	.11	.13	1.45
Work related resources (T1)	.55	.11	.45**	4.86
ΔR^2	.27			
FΔ	21.76**			

*p <.05, **p <.01

Overview of Study 2 findings

Study 2 as the quantitative phase of the research examined the research model and hypotheses indicating significant findings. The first key finding suggests that employees who experience higher work intensification perceptions, in other words perceive work intensification as a challenging demand, report work resource gains, confirming hypothesis 1. Additionally, challenging perceptions seem to be directly related to task crafting, while they are also indirectly associated with higher crafting through resource gains that mediate the relationship of the two. Work-related resource gains are associated with higher task crafting confirming hypothesis 2. Regarding hypothesis 3, task crafting predicts higher satisfaction over time according to Time 1 and 2 analyses, however task crafting is not significantly associated with lower absenteeism and presenteeism. Surprisingly, examining the predictive ability of task crafting and work related resource gains on job satisfaction over time the latter seems to be a more significant predictor than the former. Hypothesis 4 is

partly confirmed with remote working flexible practice to be related to higher task crafting. Table 15 summarises the key findings and hypotheses of Study 2, however a detailed discussion on the findings of both Study 1 and 2 follows on the next chapter.

Table 15. *Review of Study 2 hypotheses*

Hypotheses	Findings
H1: Challenging perceptions of work intensification will be related to resource gains.	**Supported** **Additional:** Challenging perceptions are related to higher task crafting.
H2: Resource gain will be related to higher task crafting.	**Supported** **Additional:** Resource gains act as a mediator between challenging perceptions and task crafting.
H3: Task crafting will be related to low absenteeism and presenteeism and high job satisfaction.	**Partly Supported:** Task crafting predicts higher job satisfaction over time. Resource gain is a more significant predictor of job satisfaction over time than task crafting. **Additional:** Task crafting act as a mediator between resource gains and job satisfaction.
H4: Flexible working practices will be related to higher task crafting.	**Partly Supported:** Remote working only is related to higher task crafting.
Control Variables: Organisational Size Age	Organisational size is related to fewer resources Age is related to fewer resources and higher job satisfaction.

Chapter 5 Discussion

Overview of the chapter

The main purpose of this study was to explore whether employees craft their jobs under work intensification circumstances and the reasons why they might be doing it. The study followed an exploratory sequential mixed methods design with equal weight on both qualitative and quantitative phases. The current design was found to be very useful and helpful in order for the research model and hypotheses to be developed using the exploratory nature of semi-structured interviews and then examine and confirm them using quantitative data of a self-reported online survey. This chapter begins with an integration of Study 1 and 2 findings discussing them using existing literature. Following, the chapter outlines the theoretical contribution of the study and its practical implications. It then moves to the main strengths and limitations of the study and directions for future research.

5.1. Integration of Study 1 and 2

The current study investigated the role of job crafting in dealing with the demands of work intensification in the workplace of professional employees. A mixed methodology design has been employed to allow for this investigation to occur. To begin with, Study 1, a qualitative phase has been utilised in order to explore the relevant literature. Study 1 collected qualitative data with twenty semi-structured interviews from office-based employees. Study 1 revealed novel findings that indicated useful insights regarding employees' experiences in intensified workplace and their engagement in job crafting as a coping mechanism. Study 1 also helped with the development of the main research model and hypotheses for the next phase, Study 2.

The interviews provided rich data that informed all six research questions of Study 1 which are discussed below in more detail. The first research question was: Do employees experience work intensification in their workplace and in what ways? Work intensification was introduced in the workplace decades ago however, the current study confirmed that it remains in high levels in the modern workplace. However, limited studies have been

conducted to further examine work intensification and its effects while there was no research exploring and examining its relationship with job crafting as a coping mechanism until now. Previous studies widely examined work intensification in number of sectors and occupations. For instance the Third European Survey of Working Conditions (ESWC) previously recorded that the majority of employees were likely to experience high speed of work, tight deadlines, great likelihood for work intensification and limited time to complete a job (Boisard et al., 2003). Other studies indicated that work intensification is experienced through increased responsibilities and expectations (Probert, Ewer & Whiting, 2000), longer working hours (Burchielli, Pearson & Thanacoody, 2006) and heavy workloads (Adams et al., 2000).

Based on Study 1, the employees are experiencing work intensification in their workplace in the form of tight deadlines, limited breaks, high work pressure and shortage of time to finish tasks, longer hours of working and numerous other tasks. The interviewees reported experiencing those demands in various forms. For example, on top of their normal daily tasks they are called to participate in meetings with their manager and colleagues which are time-consuming. Assuming that they generally have limited time to perform their daily tasks, taking part in a meeting that would usually take from 1 to 3 working hours further eliminated the time they have to actually work on their assigned tasks.

The interviewees reported engagement in additional tasks including answering to phone calls and emails from customers or colleagues which are also demanding in terms of time. By the time phone calls, emails and meetings would be over the working day of employees would be close to finish without them touching their assigned tasks for the day. Thus, the employees need to work even in a higher work speed in order to finish their tasks within their typical working hours. However this is most of the times impossible. As a result, employees should push themselves to work on a daily basis in high speed, in tight deadlines and having in mind that there is lack of time for completing tasks. In order for employees to work up to these standards they increase their effort thus, their working pressure is increasing. The above findings are important because they captured the range of the work intensification demands in the workplace of office-based employees.

Based on the literature (see Green, 2002; Godard & Delaney, 2000; Lu, 2009; Watson et al., 2003), the demands of work intensification in Europe and globally are widespread over occupations and sectors. Burchell, Lapido and Wilkinson (2002) stated that Britain's labour market is characterised by the greatest work intensification globally. The current finding suggests that the workplace environment for professional employees has become very demanding. Employees need to accept the majority of these demands since it would be difficult to avoid the current situation. Study 1 specifically explored work intensification among office-based employees in the UK workplace which according to the findings is characterised by work intensification demands.

The second research question was: How does work intensification affect the employees who experience it in their workplace? Numerous previous studies examined the impact of work intensification on employees work-life balance, working conditions, health, welfare and well-being. The majority of the studies suggested that work intensification decreases job satisfaction (Green & Tsitsianis, 2005; Korunka et al. 2014); reverses the benefits of job autonomy and motivation (Davis, Savage & Steward, 2003); deteriorates staff morale (Burchielli, Pearson & Thanacoody, 2006), family relationships (Burchell et al., 1999), and positive well-being outcomes in general (Green & Gallie, 2002; Warr, 1987). Additional studies recorded that work intensification reinforces health and mental problems (Burchell, Lapido & Wilkinson, 2002), stress and psychosomatic symptoms (Franke, 2015), emotional exhaustion (Korunka et al. 2014) and burnout (Pocock et al., 2001).

Study 1 suggested a mixture of findings on the effects of work intensification on employees in the workplace. Employees reported that work intensification increases stress, anxiety and worries, tiredness and sleeping problems and decreases their free time. For example, some participants reported that working for many hours is tiring for them both physically and mentally, while working up to deadlines is stressful especially in cases where the time you have to meet that deadline is limited and last minute problems arise. Thus employees reporting the above were experiencing resource loss related to their free time, time for sleep, mental and physical health.

The negative effects of work intensification on employees' well-being, especially regarding the increase of psychological stress could be better explained through Conservation of Resources (COR) theory which states that demands, positively related to stress are considered as threat of loss or cause loss of valuable resources (Hobfoll, 1989). In accordance with Study 1, employees that experience work intensification in their workplace reported loss or threat of loss of resources such as lack of sleep and energy, emotional robustness, patience, personal time, physical rigour, confidence and skills and clarity thinking.

Regarding the positive effects of work intensification, previous research was limited to financial benefits and gains. For example work intensification was associated with higher payments and economic output, promotions, reduced welfare expenses and increased tax receipts (Felstead et al., 2012), and labour productivity (e.g. Green & McIntosh, 2001; Petit, 1998; Valeyre, 2004). The current findings revealed that employees working in intensified working environment were experiencing besides the financial benefits, other gains of valuable resources, and that intensification demands were generally stimulating and motivational.

Particularly, employees stated that intensified working environment enriched their capabilities and skills to deal with difficult situations, their feelings of being needed and valuable, and encourage their fulfilment, achievement and belongingness feelings. For example employees had reported that reasonable deadlines and high work speed are challenging for them since they helped them prove they were capable and they were feeling satisfied for their accomplishments. Also they have reported that having a deadline meant that this task would be coming to an end which was motivating especially for difficult tasks and projects.

The participants who reported that work intensification was a positive stressor for them, they were emphasizing on how demands such as tight deadlines were reflected on their resource gains. Compared to those reporting negative outcomes and loss, individuals reporting gains were more explanatory and were further justifying of how these demands helped them. They were highlighting the usefulness of these demands such as deadlines in their workplace. As a result the positive perspective of employees about work intensification

seemed to be more impactful on employees' well-being compared to the negative. The participants were referring to the negative effects and loss briefly aiming probably to avoid further discussion. However, regarding the positive effects and gains experiencing by tight deadlines, high work speed and shortage of time to finish a task, they were keen and enthusiastic to explain the way these demands influenced their daily working life.

The above findings could be better explained through the challenging/ hindering framework (Lepine, Podsakoff & Lepine, 2005). The framework is originally based on the idea that the perceptions of individuals are significant on how they will respond to various stressors (Lazarus & Folkman, 1984). When individuals perceive work intensification as a hindering stressor, they experience resource loss, triggering negative emotions and passive coping approach. When they perceive intensification as a challenging stressor, they experience resource gains that stimulate an active problem-solving approach. This finding was critical for the current study since it highlighted the positive effects of work intensification for employees and its association with resource gains and the need for further examination in Study 2 research model and hypotheses.

The third research question was: How do employees who are experiencing work intensification cope with this phenomenon? The findings revealed that employees working under these circumstances reported engagement in job crafting behaviours. The participants stated that they mostly engage in task crafting by making changes in processes and tools in their working environment, prioritizing, rescheduling tasks based on their preferences, add tasks and change tasks. Regarding relational crafting they reported building relationships with colleagues, networking and socializing with colleagues outside working hours. About cognitive techniques they reported perceiving their job as something valuable, joyful and challenging. The interviewees reported engaging in task, relational and cognitive crafting behaviours when they experience work intensification even though some of them were not be able to recognize it. Job crafting does not require for employees to have particular skills in order to be involved in it, since these actions are taken by individuals on their own initiative and pace to alternate their job design and enhance well-being. To sum up, job crafting is indicated as a coping mechanism for intensification.

The three basic crafting needs are to gain control over certain job aspects, to create a positive self-image and to connect with other people (Wrzesniewski and Dutton, 2001) which means people would craft when they feel lack of these needs, aiming to fulfil them. According to COR, employees who experience stressful situations would feel loss or threat of loss which in turn triggers their behaviours to strive to conserve their resources. It is assumed that work intensification as a stressor is related to loss of resources such as positive self-image, control and autonomy and connection with others because of the high work speed, tight deadlines and shortage of time to finish a task. As stated before, the above resources are considered as basic crafting needs whose loss triggers employees' engagement in job crafting behaviours in intensified workplace.

However, based on Study 1 findings employees reported that experiencing gains instead of loss when working in intensified environment was more impactful. This evidence is very promising for the current study which aimed to explore the ways employees working to tight deadlines, shortage of time to finish a task and high work speed are using to deal with these demands. However, the assumption that the lack of basic needs motivates job crafting (Wrzesniewski & Dutton, 2001) could not explain the current findings on the reasons why employees engage in crafting behaviours when experiencing work intensification demands.

The current finding could be better explained with the perceived competence and trust proposition from the circular and dynamic model of process of job design (Clegg & Spencer, 2007). According to this proposition good performance at work could be perceived as a competence which is linked to trust feelings that allow for adjustments in the job role of a person. Regarding the current finding, employees who meet their deadlines and finish their job, and working at high work speed, they perform up to high standards, although the increased effort they make. They then perceive this as a competence thus they experience resource gains and trust by others around them so they are motivated to make adjustments in their job design.

For example, when employees are performing well, they recognise this as a competence while managers and colleagues are recognising it too. As a result, they are more trusted by themselves and others thus, they feel more powerful and supported to alternate and expand

their job role beyond their normal duties by taking on responsibilities. Based on the circular and dynamic model, job crafting engagement is more likely to occur under the circumstances when they perceive work intensification as a challenge and complete their tasks successfully by working towards their deadlines.

The fourth research question examined: Do employees' coping mechanisms make any difference to them and/or to others in their workplace? Previous research suggested that job crafting is related to higher engagement, satisfaction and well-being (Tims, Baker & Derks, 2013), and positive emotions (Ko, 2012). Other studies found that crafting also creates new meaning in old job experiences (Berg, Dutton &Wrzesniewski, 2013), increases job commitment and employee performance, and decreases absenteeism rates (Ghitulescu, 2006).

Study 1 indicated positive outcomes associated with job crafting. Particularly, employees engaged in job crafting behaviours reported stress relieved, positive, secure, encouraged, satisfied and productive. Thus the research question confirmed and enriched previous findings regarding the positive effects of job crafting on employees engaging in it. Job crafting allowed them, by altering their job design, to create a new role for themselves, more meaningful and purposeful, aligned to their skills and abilities. As a result, they became active participants in their job design and they were considered their job as more meaningful which enhanced positive well-being outcomes.

The fifth research question was: Are there any organisational practices available in the intensified workplace? Based on Hobfoll (2002), the existence of resource caravans, in this case organisational practices would facilitate individuals to obtain other resources. Similarly, organisational practices offered in the workplace would facilitate job crafting thus to be seen by employees as perceived opportunities for crafting (Wrzesniewski and Dutton, 2001).

Employees reported the availability of both formal and informal organisational practices as alternative coping mechanisms to work intensification. Regarding formal practices the most widely offered were flexible working practices, social support and autonomy. Employees were reporting that their companies were offering several flexible working practices such as working from home, flexible time, part-time and term-time working. They also reported that

their managers and colleagues were supportive and in most of the cases they were autonomous and had control over their working processes. The most common informal practices arranged by companies reported by the interviewees were social events, trainings, mentoring, counseling services, mental health and well-being care programs.

The sixth research question was: What effects do these practices have on the employees? Elkin and Rosch (1990) found that organisational practices such as flexible working, social support and feedback, fair employment policies and fair reward distribution methods were utilised as job stress interventions. Namely, these changes on the design, organisation and management of work through formal and informal practices were able firstly to tackle sources of work stress and secondly to design resources of positive well-being in the workplace (Arnold et al., 2010). Additional studies indicated that social support was negatively correlated to role ambiguity and conflict, anxiety, burnout and overload. Further studies on social characteristics identified employees' relationships as essential predictors of well-being and perception of meaningful work (Wrzesniewski, Dutton & Debebe, 2003) and related to positive mood (Watson, 2000).

Based on Study 1 findings, organisational working practices were related to positive effects, aligned to previous research. As stated by the interviewees were feeling good, happy, supported and appreciated by being offered and utilising the above practices. Particularly they characterised organisational practices as rewarding, stress relieving, satisfying, helpful, educative and encouraging regarding their work life balance. Organisational working practices either formal or informal are mainly perceived by employees as facilitators of their daily working life. Even though, they might not constantly use them, knowing that they exist enhances their well-being outcomes because they are associating these practices with feelings of appreciation. The existence of these practices makes them feel that their organisation is caring for them, acknowledges their efforts and their demanding job roles thus, they offer them a kind of "reward". As a result, these feelings of appreciation and acknowledgement of accomplishments trigger other positive well-being outcomes such as job satisfaction, engagement and commitment.

To sum up, Study 1 indicated valuable insights on the reasons why employees experience resource gains under work intensified demands, how important the perception about work intensification as a stressor is and in turn how this might affect employees' job crafting engagement. These were developed as research hypotheses in the model of Study 2 that was conducted to confirm these findings in a wider population of professional employees. Study 1 revert the idea of work intensification from negative to positive. Particularly, work intensification although was expected to be a phenomenon associated with negative effects on employees, the findings identified that it could also have a positive influence on them depending on their perceptions.

Study 1 revealed a new direction of research regarding work intensification that was by default considered as a predictor of mainly negative reactions for employees. Study 1 suggested that employees experiencing resource gains because they appraised work intensification as a challenging stressor. Finally, employees' perceptions lead to experience resource gains which in turn influence job crafting engagement.

Besides the rich insights regarding employees' experiences on work intensification, coping mechanisms and organisational practices indicated by Study 1, it provided strong evidence on establishing relationships among the explored variables. Study 1 results allowed the development of a sound research model along with its hypotheses by giving answers to the research questions and in turn linking all variables together. This fact, among others, validated and strengthened the choice of mixed methodology design, justifying why the exploratory qualitative phase was necessary before the implementation of the quantitative phase. Study 2 tested and confirmed Study 1 findings in a more general way using a diverse sample. Both phases were equally significant for the current study since each of them highlighted interesting and novel findings and serve its initial purpose.

The research model and hypotheses of Study 2 focused its direction on the examination and confirmation of work intensification as a challenging stressor, its relation to resource gains and then job crafting engagement and its impact on well-being outcomes. Guided by the gap of previous studies on the positive side of the phenomenon and the Study 1 findings, Study 2 examined the model and hypotheses developed with the assistance of Study 1, using a two

time lag longitudinal survey design. At Time 1 a self-reported survey was distributed to 255 participants to examine all predictors: work intensification perceptions, resource gains, task crafting and outcomes: job satisfaction, presenteeism and absenteeism. At Time 2, the 117 out of the 255 participants provided valuable data regarding the outcome variables that allowed for the causality effect to be examined. Study 2 findings as a whole successfully investigated the model and the hypotheses, indicating significant evidence which is further discussed below.

Study 1 proposed that how employees perceive work intensification as a stressor would influence intensification demands having either positive or negative impact on them, rather than intensification's level or frequency. Individuals' incentives to work harder and longer hours are strongly related to wage rise, career promotion (Green & McIntosh, 2001) and competitive pressures (Bell & Freeman, 1994). This means that employees might in fact enjoy challenges of work intensification because working under these circumstances is in the end rewarding. Based on the above, challenging perceptions of work intensification were assumed to be related to resource gains and proactive coping mechanisms. Thus the first hypothesis was shaped as follows: challenging perceptions of work intensification would be related to resource gains.

The second hypothesis of the model was also influenced by Study 1 evidence on task crafting engagement of employees. The interviews revealed that employees were utilising their resource gains for example skills and knowledge to help them mainly engage in task crafting such as task redesign and new developments on the implementation of old or new tasks. Besides, task crafting is considered as a primary response within the work intensification context and resource gains because according to Lin et al. (2017) task crafting is more logical and direct compared to other forms of crafting. The current assumption could also be linked to COR second principle of resource investment which posits that employees tend to invest in available resources in order to gain more resources (Hobfoll, 1989). Thus the second hypothesis was: Resource gain would be related to higher task crafting.

The third hypothesis regarding task crafting effects on well-being outcomes was shaped to examine its relationship with job satisfaction, presenteeism and absenteeism. Based on the

insights of Study 1 and previous literature regarding job crafting in general, it was assumed that task crafting would be positively related to job satisfaction and negatively to presenteeism and absenteeism. The third hypothesis was: task crafting would be related to low absenteeism and presenteeism and high job satisfaction.

Finally, the fourth hypothesis on whether flexible working practices were related to task crafting was inspired by Study 1 evidence also supported by the literature. The interviewees reported engagement in flexible working practices such as remote working, flexi-time and part and term- time working which based on previous research act as proxy for autonomy with a major positive impact on their motivation (CIPD, 2005; Fleetwood, 2007). In consistency with COR, individuals who experience demanding situations they must bring in resources to avoid loss which act similarly to resource caravans for other resources (Hobfoll, 2002). Therefore, flexible working practices were assumed that act as perceived opportunities for employees to engage in task crafting. The fourth hypothesis was shaped as follows: flexible working practices would be related to higher task crafting.

Study 2 indicated significant evidence that does not only confirm and support the hypotheses under examination but also revealed new insights on the relationships of the variables. Various analyses have been conducted on the data, however the research model and hypotheses were analysed using SEM at Time 1 and hierarchical regressions with the addition of Time 2 data. Following each of the hypotheses are discussed and explained with integration of related literature.

Time 1 examined hypothesis 1 and confirmed Study 1 findings that challenging work intensification perceptions were associated with work-related resource gains supported by the first path of the challenging/ hindering framework (Lepine, Podsakoff & Lepine, 2005). Study 2 confirmed the novel finding of Study 1 that intensification is possible to be perceived as a challenging stressor, within a wider and diversified population. It then becomes a motivator for employees to develop skills and knowledge and acquire more valuable work-related resources.

Particularly, employees who were appraising work intensification as a challenge they were experiencing gains in resources such as personal fulfillment, professional development,

meaningfulness at work, control over their working life and adequate income. For example employees working at tight deadlines and at high work speed would normally feel pressure and stress to finish a specific project or task assigned to them. Regarding the current finding employees consider the above circumstances as challenging stressors which means that high speed and deadlines would motivate them to work hard and effectively towards these demands to complete their job. Challenging could characterise all demands that cognitively, physically and mentally alert an employee to put more effort at work and utilise their skills and knowledge. These challenging perceptions then could lead to gain of work-related resources. Hence, when employees are using their skills to complete a task on time they would for example experience personal and professional fulfillment, adequate income, colleagues' support and mentoring, control over their work and other work-related resources.

Considering the above explanation, the current finding is critical for professional employees nowadays who are constantly working under work intensified circumstances including deadlines, lack of time and breaks, and high work speed. Their perception on work intensification as a challenging stressor motivates them to put more effort and allows them to experience resource gains. Thus, if the majority of employees were adopting a challenging perception of work intensification then they would be able to gain valuable resources in their workplace. As a result, intensified environment would become, for all employees, a positive rather than a negative phenomenon in the workplace, avoiding the negative impact well-being outcomes and stress.

Hypothesis 2 was also confirmed by Time 1 findings suggesting that resource gains were related to higher task crafting engagement. The second path of the challenging framework posits that gains, growth and development would become triggers for proactive behaviours (Lepine, Podsakoff & Lepine, 2005). This is consistent with the current finding which means that the more resources employees acquire, the more changes they would make on their task crafting behaviours. For example employees that experience personal and professional fulfillment, control and meaningfulness over their work, support and connection with others, mentoring, acknowledgement of their accomplishments, adequate income and tools for

work, they are more likely to task craft. For instance they take on additional tasks at work, introduce new tasks and approaches at work and change tasks. The availability of these resources seems to motivate employees to make the above changes regarding task crafting. Employees that are supported from their colleagues, and have adequate training and control are motivated to make changes regarding their tasks since they feel higher confidence, discretion and freedom to do it.

An insight that was not directly predicted by a hypothesis of the current study is that challenging work intensification perceptions were directly and positively related to task crafting. In other words, employees that perceived work intensification as a challenge they were more likely to engage in task crafting behaviours directly. Another insight is that perceptions of work intensification were indirectly related to task crafting through resources. Namely, resource gains explained why challenging perceptions were associated to task crafting. Hence, employees who appraised work intensification as a challenging stressor they reported more resources which allowed them to engage in more task crafting changes, exactly as predicted in theory by the challenging/ hindering framework (Lepine, Podsakoff & Lepine, 2005).

Previously, people were motivated to craft more often when they had experienced situations where their needs were not satisfied in their job as it is designed (Wrzesniewski & Dutton, 2001). Work intensification used to be associated with difficult working conditions and deprived autonomy for employees (Kubiceck et al., 2012) thus loss of resources. Collaborative crafting was utilised by employees when they were experiencing low control, in an attempt to meet their need for control (McClelland et al., 2014). Thus, it would be reasonable to assume that when employees appraised work intensification as a hindering stressor would be motivated to craft their jobs so that it would better fit their sense of what and how the job should be. A recent study, suggested that job crafting might compensate employees for poor job design (Parker et al., 2017). Specifically, employees who experience loss of resources because of work intensification would presumably engage in job crafting in order to compensate for this loss.

The current evidence confirms that gains of valuable resources are related to more task crafting while loss is associated with less task crafting. Individuals who experience loss of resources still engaged in task crafting however, in a lower level than in case they experience gain. An explanation for this would be that employees who perceive work intensification as a challenging perception, they do not experience its negative outcomes including loss of resources and they generally do not consider their jobs as poorly designed. As a result, the reason why they engage in task crafting is not to compensate for loss but because of resources' availability. This allows them to develop a psychologically safe environment characterised by autonomy and means to act (Jackson & Dutton, 1988). The current study revealed original findings which suggest that the perceptions of employees on work intensification play a significant role on the availability of their resources which in turn affects their task crafting engagement.

Hypothesis 3 on the effect of task crafting on well-being outcomes has been partly confirmed. Previous studies suggested that job crafting increases happiness (Wrzesniewski et al., 2012), commitment, engagement and job satisfaction (Ghitulescu, 2006), and generally boosts well-being outcomes (Tims, Baker & Derks, 2013). Particularly, employees who reported high engagement in task crafting behaviours they were more likely to experience high job satisfaction. For instance, employees who were making changes on their tasks; adding tasks and new approaches in their job they were feeling satisfied with their job because these changes allowed them to improve their work to better fit their skills and interests. Task crafting is the initiative of employees to proactively become architects and agents of their traditional job role by making task alternations so that it would be more meaningful to them.

Contrary to the current hypothesis, no significant relationship has been found between higher levels of task crafting and lower absenteeism and presenteeism rates although the sign of their relation was in the expected direction. Even though Ghitulescu (2006) suggested that task crafting decreases absenteeism, her results were marginal with relational and cognitive crafting to show non-significant effects. This might be an indication that task and generally job crafting is probably not the most important factor for reducing absenteeism

and presenteeism rates at work, however further study would be needed to examine this relationship.

The third hypothesis was longitudinally examined using task crafting as measured at Time 1 and well-being outcomes from Time 2 which allowed for cause effect relationship to be established between them. As predicted task crafting increases job satisfaction over time based on the current finding. Task crafting was examined using Time 1 data and job satisfaction at Time 2, three months later and their relationship seemed to be positive with crafting predicting job satisfaction. This means that when employees engage in task crafting behaviours for example add and/or change tasks and prioritize tasks so that their job role will better suit their skills and knowledge (Wrzesniewski & Dutton, 2001), eventually these behaviours increase their feelings of being satisfied in the long term.

Task crafting behaviours seem to have a continuous impact on employees' well-being that lasts over time by increasing job satisfaction. Task crafting is not just one time action that helps employees to make their job better for themselves. Because they are enhancing meaningfulness of what they do at work, even 3 months later employees who reported engagement in such behaviours were reporting also higher job satisfaction. Task crafting makes employees job more meaningful so they feel more committed to the tasks strategies they implement because they are initiated by them. In turn those feelings of the employees increase their job satisfaction levels.

Even though when task crafting at Time 1 and job satisfaction at Time 2 indicated a positively significant relationship, when resource gain was included in the model as an additional predictor then the crafting-satisfaction relationship was becoming non-significant. For example, an employee changing tasks on their job was overtime experiencing higher job satisfaction. However, when they were engaged in task crafting but they were experiencing gain of valuable resources such as fulfilment, adequate income and control over their work, then the first relationship was becoming non-significant even though the sign remained in the expected direction. Resource gain was becoming the only significant cause of job satisfaction over time.

An explanation to this might be that the availability of resources is by nature a more significant predictor of positive well-being outcomes and especially job satisfaction than task crafting. When employees experience gains in their work-related resources, for example high income, available tools for work, mentoring, support and connection with others and fulfilment as expected, they experience higher job satisfaction over time. Resources are considered as practically offered to them, compared to task crafting which is a behaviour initiated by them in order to make their job a better fit to them. In order for an employee to engage in task crafting implies that the person makes some extra effort for example to add more tasks, to change the way they perform tasks and reschedule tasks considering their preferences. All these actions imply for employees to actively take that extra mile and use other kind of resources such as skills and knowledge to become job crafters and make their job more purposeful. Contrary to resource gains which are indirectly earned or offered in the workplace.

This means that when a crafter puts effort to engage in task crafting behaviour especially if this is intense then automatically experiences job-related stress since they place increased task demands upon them (Ghitulescu, 2006). This stress felt by employees due to task demands is likely to reduce the positive effect of task crafting on job satisfaction. Thus this is probably the reason why resources are more important predictors of job satisfaction and have constantly significant positive impact on it, contrary to task crafting which is less important predictor compared to resource gains on satisfaction over time.

Hypothesis 4 was examining flexible working practices in relation to task crafting. Previous studies indicated that flexible working has generally a positive impact on employees' motivation (CIPD, 2005; Fleetwood, 2007). According to COR, individuals that face demanding circumstances tend to bring in resources to avoid loss, in other words available organisational practices such as remote working act as resource caravans for other resources (Hobfoll, 2002). Employees are more likely to craft when they perceive certain opportunities in their workplace as motivators for crafting. A perceived opportunity for task crafting which is considered as a sense of freedom or discretion (Wrzesniewski & Dutton, 2001), as indicated by the current finding is remote working. Perceived opportunities are included in

the job crafting model of Wrzesniewski and Dutton (2001) as moderators between motivation and job crafting practices.

Based on the findings remote working was found to be positively associated with task crafting. Namely, employees who reported the use of remote working practice at workplace they were engaging in more task crafting behaviours. The current finding identified that remote working is directly associated with job crafting. In other words, employees who are flexible to work from any place they like, this reasonably allows them to engage in more task crafting behaviours such as to utilise alternative approaches to complete tasks they would normally perform in their office space. For example, most of the approaches would be transformed into digital form instead of paper. This means that many preparations should be undertaken before employees leave the workspace, thus their engagement in additional tasks is necessary. To sum up, remote working as a proxy for autonomy and a sense of possible gain in the workplace (Jackson & Dutton, 1988; Lazarus & Folkman, 1984) is perceived as an opportunity for employees who use it, allowing them to introduce new approaches to improve their job, to take on additional tasks and introduce new tasks at work.

Regarding control variables, organisational size and age were the only significant based on the analyses. Organisational size and age were negatively related to resources while age was also positively related to job satisfaction. For example employees working in larger firms reported resource loss contrary to those working in small-medium that reported resource gains. In other words, employees of large firms were more likely to experience less personal and professional fulfilment, acknowledgement from managers, support and connection with their colleagues and mentoring compared to smaller firms. This finding is reasonable since the smaller the company is the closer people feel to each other, the more informal and direct the relationships are and bigger is the impact of the small daily wins because of the emotional involvement of employees within the company's objectives. In larger firms for example mentoring and support would probably occur in a formal way and approved by managers, acknowledgement of accomplishments would not be easily communicated because processes and decisions are generally made in a slower pace. Thus fulfilment and job satisfaction would be experienced in lower levels compared to smaller companies.

Regarding age, younger employees reported experiencing more resource gains and less job satisfaction compared to the older ones. Older employees are motivated to seek and select high quality jobs with higher authority as supported by the Selection Optimization Compensation Theory, thus it is more likely to experience higher job satisfaction levels than younger employees. Older employees though reported resource loss instead of gain, contrary to younger employees. Someone would expect the opposite since older employees, also confirming previous studies (see Ng & Feldman, 2010), reported higher quality jobs with more job control and less demands. However, higher authority might be related to lower resources because of the higher job-related stress that supplements such high rank positions which are usually filled by older employees.

On the other hand, younger employees tend to be enthusiastic and passionate about their jobs especially if they are newly hired therefore, are more likely to experience the resource gaining more intensively. Also they may receive indeed higher work-related resources than they expected however since they are new in the marketplace do not seem to be satisfied. An explanation would be that they might experience job satisfaction as a combination of factors since they have higher expectations from the workplace in general compared to older employees that might find job satisfaction in simpler things. Additionally, younger employees might easily lose their interest and experience disappointment from negative events more intensively rather than older employees who tend to be generally more aware with greater and longer experience in the workplace.

To sum up, the current study confirmed its hypotheses and successfully investigated the assumed relationships between the model's variables using a larger, diversified population. The main findings are briefly summarized below. Task crafting occurs under intensified circumstances when employees perceive work intensification as a challenging stressor which leads to acquiring of more resource gains. Higher work-related resources motivate greater engagement in task crafting that eventually increases job satisfaction of job crafters over time. However resource gain has been found as a more important predictor of job satisfaction than task crafting. Additionally, remote working is indicated as a motivator for employees to engage in task crafting behaviours. Organisational size and age are associated

with resource loss while age is also related to job satisfaction. The following section discusses the theoretical contribution and development of the above findings in the existing literature.

5.2 Theoretical Contribution

Beyond the rich findings that provide valuable insights regarding the role of task crafting in the workplace which is characterised by work intensified circumstances, and its impact on well-being outcomes, the study makes a unique contribution to the organisational literature and the Positive Organisational Psychology (POP). Firstly and most importantly, the study contributes to the emerging literature of job crafting in the area of antecedents and perceived opportunities. Namely, it generally informs the initial job crafting model of Wrzesniewski and Dutton (2001). Secondly, the current study finds a new application for COR model of Hobfoll (1989) in the area of challenging work circumstance and job redesign. The current study encourages its applicability beyond stress and motivational fields of study, particularly by building on the second Principle of resource investment which attracted limited research attention in the past. Thirdly, the study practically applies the challenging/hindering framework of Lepine, Podsakoff and Lepine (2005) within the context of work intensification with great success. Fourthly, it highlights the importance of Lazarus and Folkman (1984) theory of appraisal on how employees perceive work intensification demands in their workplace. Each one of the above contribution areas is further discussed below.

5.2.1 Job crafting model

Wrzesniewski and Dutton (2001) built a job crafting model on the premise that motivation to job craft and perceived opportunities exist in organisations to help people engage in crafting behaviour, and affect the extent and the form of crafting. According to the model, as also stated before employees are motivated to craft driven by three basic needs: positive self-image, connections with others and control over their work. Caldwell and O'Reilly (1990) suggested that when employees work at jobs where these three needs are fulfilled they may

not be motivated to engage in crafting behaviours. As a result, motivation to craft will more often originate from situations and in contexts that employees feel that their needs are not being satisfied from their current job design (Wrzesniewski & Dutton, 2001).

The current study's central aim was to examine job crafting role in intensified workplace, namely what the motivation for job crafting is when an employee experiences work intensification demands. The initial assumption of the study was that work intensification is a demanding situation characterised by tight deadlines, shortage of time to finish a task and high work speed where employees need to put more effort thus it creates more tension and stress in their workplace. Because of these demanding circumstances it could be assumed that work intensification leads to poor design jobs where employees' basic needs are not satisfied. This assumption is also supported by COR model which posits that individuals seek to obtain, maintain, foster and protect the things they centrally value, their resources as defined by the model (Hobfoll, 1988, 1998). It was predicted that employees in work intensified workplace experience loss of their resources. As a result, employees would be motivated to craft in order to re-establish a positive self-image, connect with other colleagues and regain control over their job which are lost because of intensification thus to prevent, regain from resource loss.

However Study 1 indicated contradictory findings that re-oriented the above assumption. Based on the qualitative evidence, work intensification and its demands do not always lead to resource loss but it is also related to resource gains. This questioned whether intensified circumstances can only create poor designed jobs. Work intensification, based on the current findings does not lead employees to job crafting motivated by the necessity to satisfy these tree basic needs. Availability of resources was assumed as a job crafting motivation. Thus, an additional assumption regarding resource availability was developed suggesting that employees craft their jobs in intensified workplace are motivated by resource gains.

Study 2 indicated that resource gain is motivation for job crafting. Specifically, the findings showed that employees that experience gains of their valuable resources including control, positive self-image and connection with others are motivated to engage in task crafting behaviours. The current finding makes a unique contribution to the job crafting model in the

area of motivation since contrary to Caldwell and O'Reilly's (1990) assumption, employees seem motivated to craft even when their needs are being met by their job design. It also opposes to Wrzesniewski and Dutton (2001) assumption that crafting often results from situations where employees' needs are not satisfied. Based on the findings even when employees experience positive self-image, connection with others and control over work are still motivated and engaged in crafting. Thus this study suggests that job crafting motivation does not originate from the intention of people to satisfy their needs but from situations where employees' needs are already satisfied through resource gaining.

The current finding and the idea behind individuals' needs for crafting, based on the job crafting model, are also similar to Self-determination theory (SDT; Deci & Ryan, 2010). The main focus of SDT is on the degree to which people's behaviours are self-motivated and self-determined. This human motivation and personality theory refers to individuals' inherent growth tendencies and basic psychological needs and the motivation behind their choices without external influence and interference. The three basic needs addressed by SDT are competence, autonomy and psychological relatedness.

Another area of contribution of the current study on the Wrzesniewski and Dutton's (2001) model concerns the perceived opportunities-facilitators that spark the motivation of employees to engage in crafting. The results suggest that flexible working practices, particularly remote working is an organisational practice that works as a perceived opportunity for employees to craft. These perceived opportunities such as remote working work as a proxy for freedom and some kind of job control and autonomy for employees. Flexible working practices such as flexi-time and home working can directly increase the autonomy of employees over their working time (Gajendran & Harrison, 2007).

Kelliher and Anderson (2008) also found that even though flexible working arrangements provide employees with fewer opportunities for learning, they enhance control and autonomy. In other words, they directly facilitate employees' engagement in job crafting as exactly as it was assumed by the literature and the research questions at the beginning of the study. Remote working is positively associated with job crafting, directly contrary to what the model suggested regarding perceived opportunities being moderators between

motivational factors and job crafting. Hence, remote working is an additional perceived opportunity on the initial model of job crafting suggested by the current study findings.

This study also contributes in informing the area of job crafting effects. The longitudinal design of the quantitative phase allowed for a cause effect relationship between well-being outcomes and crafting to be established. The findings indicated that engagement in task crafting behaviours increases job satisfaction of employees over time. Even though resource gains impact on job satisfaction over time is more important, task crafting increases job satisfaction on employees. Thus, the current finding makes a novel contribution on the effects of job crafting on employees' well-being, informing the initial model of crafting. Both the above findings regarding remote working and job satisfaction also contribute to the area of COR theory which is further discussed below.

5.2.2 COR model: Principle of investment

The second area of theoretical contribution concerns the application of COR model in understanding challenging work circumstances and job redesign fields. COR has been widely used in stress and motivation area and has recently attracted some research attention in explaining phenomena in the organisational literature. The Principle of resource investment received limited research attention compared to the first principle of loss according to which loss has greater impact on peoples' life than gain. The most widely used application area of COR was stress and its understanding. The current study successfully applied COR theory and principles in the investigation of job crafting role within a work intensified environment and explained the role of resources as crafting motivation, perceived opportunities for crafting and the impact of job crafting on employees.

To begin with, COR provided answers to the why people engage in job crafting when they experience work intensification demands. Alternatively to previous assumptions that job crafting is motivated by the need of individuals to satisfy these needs thus are seeking to restore and/or protect resources. The current study indicated that when employees perceive work intensification as a challenging stressor they are likely to experience resource gains that

trigger proactive behaviours such as task crafting. COR focuses on the link between resource gain and task crafting which is relevant to the second principle of resource investment which posits that individuals must invest resources aiming to protect against resource loss, recover from losses and gain resources (Hobfoll, 2001). This statement found its applicability on the current study which indicated that resource gains lead to task crafting.

For example, employees who were experiencing personal and professional fulfillment, control over their working life, mentoring and support were using these resources to gain other resources such as meaningful jobs. Thus they were investing in their resources to engage in task crafting by altering tasks, adding new tasks and new approaches at work so that they would redesign their job to better fit their interests and skills, and in turn feel more happy, satisfied, engaged and committed. By taking this model's applicability one step forward, the resources investment could be more understandable if resources would be classified in different categories, either as primary and secondary or as objects, personal, conditions and energies.

The current finding suggests that the investment path begins with employees possessing primary resources such as adequate income, support, control, acknowledgement of accomplishments, necessary tools, job training and fulfillment. They invest on these to make changes on their job tasks so that they will gain secondary resources for example meaningful work. The secondary resources then enhance positive well-being and workplace outcomes. Thus, the current application of the finding could be resembled as a ladder of resource investment where in every step individuals need to invest in the previously acquired resources to move up to the top level. However the ladder of investment, the categorization of resources and the highest level of investment individuals could reach, depend on their vision, availability of resources, skills and knowledge, initiative, and personality and individual differences.

The current study empirically found that individuals who work under work intensified demands and perceive that as a challenge, they will experience resource gains which will then motivate their task crafting behaviours and finally boosts their job satisfaction. Hobfoll (2011, p.119) stated that "COR theory emphasizes the real things that occur in people's lives

that challenge them and the real things that result in their accumulation of resource reservoirs", which could not be more relevant regarding the practical applicability of its theory and its principles on the current study.

Additionally, the current study builds and confirms Westman's et al. (2004) idea that people in order to gain resources and become less vulnerable to the threat of future loss or actual loss, they should act proactively not reactively. In other words, they need to change their coping mechanisms from reactive to proactive. Task crafting is a proactive behaviour into which employees invest in order to find purpose in their working life and in turn enhance job satisfaction, commitment, thriving and engagement. Focusing on the importance of proactive investment on resources, this is a promising implication for preventing from stress feelings (Westman et al., 2004). To sum up, using task crafting which is a proactive coping mechanism, to invest in resources, besides acquiring additional resources such as job satisfaction allows employees to prevent from future loss of resources such as stress. This explains why task crafting is less important predictor for job satisfaction than resources since based on the above, task crafting acts proactively in order to protect resources which at the end increase job satisfaction.

This leads to the gain cycle according to which, once individuals experience some gains then this gives them the opportunity to gain more (Halbelseben el al., 2014). These gain cycles as well as loss cycles are possible to occur under stressful situations. In this case, the stressful situation is work intensification which even though is perceived as a challenging stressor, it is still a stressor. However, according to the findings, because work intensification is appraised by employees as challenging stressor it leads to certain resource gains by triggering gain cycles. The more resources individuals acquire and possess the more capable they are to engage in these gain cycles therefore they end up experiencing higher job satisfaction levels. Thus, the current study confirms the applicability of gaining cycles in jobs where employees are working under intensified demands.

The current study also contributes to another area of COR theory regarding the resource caravans. The environmental conditions that support, foster and protect the individuals' resources are considered as caravan passageways (Hobfoll, 2011). Organisational practices

offered by companies to their employees fall into the category of caravan passageways. The current study examined the role of flexible working practices on employees' engagement in task crafting. The results suggested that remote working specifically is associated with higher task crafting engagement. This finding could be explained through the lens of resource caravan since it is an organisational practice that supports, fosters and enriches employees' attempts to gain more resources by crafting their jobs. Hence, the theoretical assumption regarding the existence of caravan passageways as facilitators of the gaining process is confirmed by the current results. Similarly, the introduction of additional organisational practices or other environmental conditions would further facilitate the job crafting engagement among employees especially when they experience challenging workplace demands such as work intensification.

Besides, the current finding contributes to the area of the literature which discussed the organisational trend of shifting work responsibility from managers to employees. Up to now based on Burchell, Lapido & Wilkinson (2002) one way to do it was by the introduction of a range of flexible working practices which was an attempt for organisations to respond to market pressures. The finding of remote working being positively related to task crafting confirms the assumption that this shift of responsibility is associated with the personal initiative employees are taking to customize their own job (Oldham & Hackman, 2010). The current organisational trend could be expressed through top-down practices such as remote working which also triggers bottom-up such as job crafting. This means that both practices are necessary for employees and organisations to cope with stressors such as work intensification.

5.2.3 Challenging/ hindering framework

The third area of theoretical contribution made by the current study is related to the challenging/ hindering framework (Lepine, Podsakoff & Lepine, 2005). This framework has its roots to the theory of appraisal (Lazarus & Folkman, 1984), which has been widely used in the literature. Study 1 indicated that work intensification could be related to resource gains as well, besides resource loss. A theoretical framework that could explain the current

finding was the challenging/hindering according to which stressors could be appraised by employees either as challenging or hindering. The current study has applied the theoretical framework within the context of work intensification. The theory posited that challenging stressors are associated with growth, development and gain which in turn trigger proactive coping mechanisms. Hindering stressors harm personal growth or gain and they trigger negative emotions, a passive approach of coping and thwart motivation.

Aligned with the findings, work intensification has been perceived as a challenging stressor in the workplace which is related to resource gains that in turn trigger task crafting engagement. To sum up, the current study not only explained its findings through the lens of challenging/ hindering framework but also made a contribution to its theoretical application since it successfully put the theoretical framework into practice confirming its applicability on several stressful situations. However, work intensification should not be underestimated of being a stressor, even though could be perceived as a challenge. Work intensification should not be perceived as a necessity for employees to be stimulated and motivated to put effort in their work since previous research identified its ability to reverse job autonomy, motivation and satisfaction benefits (Davis et al., 2003). The significance of the current study is however to emphasize that employees perceptions on a stressor are critical for their reactions and its impact on them which is linked to the following contribution.

5.2.4 Appraisal Theory

The fourth theoretical contribution area of the study is linked to the appraisal theory of Lazarus and Folkman (1984). The current study highlighted the importance of personal appraisal of a stressor experienced by an individual. This is also supported by Hobfoll (2011) who stated that COR model acknowledges that humans are appraising animals. The fact that work intensification indicated contradictory findings regarding its effects on employees needed to be further examined. For example, some individuals reported that working on tight deadlines, shortage of time and high work speed was related to positive effects and resource gain, while others reported the opposite. Appraisal theory assumes that individuals

appraise events in their workplace as positive, stressful or irrelevant which in turn affects their perceptions regarding their job characteristics. The current study confirmed that the appraisal of employees on the stressors in their working environment was crucial. Namely, the perceptions of employees on work intensification demands were of higher importance than the level of intensification they experienced. Their challenging or hindering perception was leading to the experience of resource gain or loss respectively, which in turn triggered different levels of job crafting engagement.

Within the current study, job crafting was examined for the first time in the context of work intensification which was originally related to negative outcomes in the workplace and indicated promising findings for its role as a coping mechanism. Associated with resource availability and flexible working practices the study provided a sound research model with supportive hypotheses that are very informative in the area of job crafting antecedents and perceived opportunities for crafting. Lastly, the study confirmed the positive effects of job crafting on employees well-being within its longitudinal design establishing the predictive ability of crafting on workplace outcomes.

In whole, the current study provided novel findings that made a unique contribution in several theoretical fields and backgrounds such as the job crafting model (Wrzesniewski & Dutton, 2001) regarding motivation, perceived opportunities and effects of crafting. COR theory and model (Hobfoll, 1989) by investigating and confirming the principle of investment and gain cycles. The challenging/ hindering framework (Lepine, Podaskoff & Lepine, 2005) and appraisal theory (Lazarus & Folkman, 1984) that have been successfully applied in the current study highlighting the significance of employees' stressor appraisal. The theoretical contribution of the study was extendedly discussed above allowing for the smooth transition to the practical implications of the current study.

5.3 Practical implications

Besides the research significance and the theoretical contribution the current study provides critical practical implication. Job crafting which is the most important research area of the

study is an applicable approach with great interest among practitioners in the field of organisational psychology. Generally, well-designed jobs and favorable working conditions facilitate employees' performance and motivation (Demerouti & Bakker, 2014).

As a bottom-up job redesign approach, job crafting could benefit both organisations and employees. Regarding its impact on employees is much clearer, since based on the nature of crafting and previous theories is a positive approach that allows individuals to take control over different aspects of their job aiming to create a more meaningful job for themselves. Job crafting enhances job satisfaction, commitment, happiness and engagement. The current study has several recommendations to make for employees and organisations regarding the practical implications of its findings in the workplace.

The current study could inspire organisations to adopt practices informed by the findings on job crafting, organisational practices and work intensification. Regarding work intensification, even though the current study indicated that it promotes resource gains when it is perceived as a challenging stressor, the companies should not "overuse" this argument. Companies should not be encouraged by this finding and make employees working environment even more intensified by introducing more frequent, unreasonable deadlines, even higher working speed and limiting the time they have to complete their tasks. Employees appraise each situation differently and by being pushed to more intensified demands it would probably affect their perceptions of their working environment. Deadlines and pressure should remain reasonable and balanced with organisational practices offered to help employees. Unreasonable deadlines are not perceived as challenging as employers might think. On the contrary, a more thoughtful design of the job roles and working schedules of employees is necessary.

In addition to this, governments and policy makers involved in rules, regulations and policies on labour issues should have employees' welfare and well-being as priority. Their policies should protect employees from harmful work conditions both for their somatic and psychological health. Therefore they must inspect organisations frequently so that they make sure that work intensification demands remain reasonable while appropriate organisational practices are in place and employees are treated and rewarded fairly as

promised by their companies. However, policies on their own could not solve all problems in the workplace since all parties: policy makers, companies, practitioners and employees should work together on this without forgetting and underestimating the power of the numerous developmental factors of work intensification.

Practitioner organisational psychologists could inform organisations about the negative outcomes of work intensification when perceived as a hindering stressor such as resource loss, decrease of job satisfaction and increase of stress levels and related psychosomatic symptoms on employees. Workshops for raising awareness among managers regarding work intensification, how it is perceived and how could be controlled as well as what useful mechanism employees find helpful in coping with this kind of stressors are among important steps on practically applying the theoretical findings of the current study in organisations.

Additionally, companies could organise workshops in order to boost employees' challenging perceptions towards various stressors in the workplace and especially work intensification. They could offer workshops to educate and train employees on how to use work intensification demands in favor of them and to encourage more positive attitudes towards deadlines, shortage of time and high work speed. Also one-to-one sessions with practitioner organisational psychologists could be offered to employees that feel particularly stressed at work. Thus they would receive psychological support and training on how to manage stress and anxiety in their workplace. Human Resources' schemes on employees' welfare and well-being should be a practice offered by organisations to their staff in a daily basis. A satisfied employee would be more functional and productive in general thus, this should be the main aim of organizations. Happy employees mean satisfied customers and in turn profitable organisations and society which is the scope of Positive Organisational Psychology.

Job crafting was identified by the current study as a coping mechanism for employees to deal with work intensification demands. Demerouti (2014) stated that job crafting complements top-down job redesign process and becomes a competitive advantage for organisations to attract and retain employees. Companies should turn their focus on job crafting by adjusting jobs in order to fit in with special groups of employees and introduce interventions which

can be used effectively to encourage employees' engagement in job crafting behaviours. Particularly, organisations with the help of practitioners could organise workshops and trainings for managers and employees in order to raise awareness regarding job crafting and its impact in the workplace. Workshops for employees could be focused on soft skills and abilities for individuals as a preparation to job crafting engagement. Since job crafting is a proactive approach, employees might need training regarding their abilities, social skills, personality and motives that will encourage them to dare craft their jobs.

Employees that are struggling in their workplace and need more work to be done, coaching would be ideal to trigger their inner proactivity and enhance their strengths and skills so that would be motivated to craft. For instance, practitioners could focus on training individuals how to be proactive and autonomous in their workplace without the constant need of their manager to approve their actions, give them strict guidelines and feedback. Also, employees should be trained to appreciate their working environment in terms of resources available to them and how these could be invested to allow them engage in job crafting. Finally, a positive self-image and confidence regarding their abilities, skills and knowledge would allow them to see the existing opportunities for crafting in their working environment.

Job Crafting Intervention (JCI) suggested by French (2010) could be another useful tool for practitioners to implement in organisations. JCI assess employees' strengths, communicate these strengths and performance goals, and support employees to job craft within the boundaries of company's desired performance outcomes and strategic plans. This intervention allows employees to express their strengths thus, it enables employers observe the process and guide them to improve performance and well-being in their organisations.

Job crafting workshops for managers would also be useful in organisations. These would aim to educate people in managerial positions on the positive sides of job crafting. Additionally, they could train them on how to physically and psychologically motivate and encourage their employees to craft. As a result, employees would feel more trusted, competent and powerful to engage in job crafting when their superiors are helping them. On the practical side of supporting job crafting engagement, organisations could organise social events, bonding days and team-building activities not only to raise awareness about job crafting but

encourage open communication between employees and employers. This would create opportunities for employees to engage later in relational crafting.

As predicted by the findings several motivators on engagement in job crafting are resource gains which could be experienced in the form of fulfillment, support, connection and acknowledgement. In terms of motivators, managers should be trained to give feedback properly and timely and social support in order to create a trusting environment for employees to take the initiative and make job crafting changes. They should learn how to create sense of control in the workplace by giving the employees more autonomy. For example if not possible on the kind of tasks they would be assigned to, on the processes for completing the tasks. Another way is by giving them the opportunity to participate in decision making regarding a task. For instance they could allow them set or negotiate the deadline and the pace they consider feasible for it to be implemented. Generally, management should be as closer as possible to the employees, to support them and engage with them within various working process so that they would create a sense of inclusivity, autonomy and control. All these could be considered by employees as resource gains that will act as motives that would allow them engage in job crafting.

In organisational level, regarding perceived opportunities that facilitate employees' engagement in crafting companies could offer several organisational practices. According to the current finding, flexible working practices, especially remote working encourages employees' attempts to create a more meaningful working life through crafting. Thus, organisations should introduce flexible working and of course encourage their employees to utilise them not only verbally but practically too by providing the appropriate tools to them. For example laptops, electronic data, access software to the company files and of course support by phone and emails are some of the facilitators of remote working. This way, companies will help their employees to increase their preference of working from other places rather than their office space and provide them with a proxy of autonomy to take initiatives. By encouraging initiatives they will then spark employees' proactivity which in turn motivates their engagement in job crafting behaviours to create more meaningful jobs. Finally, organisations should educate their employees about the benefits of being flexible

and open-minded, and of utilising remote working, and other formal and informal organisational practices.

Summing up, there is a wide range of practical applications of the current study which could also be enriched and specified depending on the needs of employees and their organisation. The most important outcome is that the current study has been very informative especially on how job crafting engagement could be practically facilitated within an intensified working environment in order to benefit both the company and the employees.

5.4 Strengths, limitations and future research

This section discusses the main strengths and limitations of the current study and how these lead to future research directions. The most important strength of the study is its mixed methodology design combining both a qualitative with 20 semi-structured interviews and a quantitative phase with a longitudinal survey design. Mixed methodology is not usual in the area of job crafting research fact that distinguishes this study from others. The use of equally important qualitative and quantitative phase makes this study unique and valuable because it combines findings from both phases. Each phase provides different but significant results that inform and complement each other, developing a study with good theoretical and practical contribution.

The current study followed an exploratory sequential mixed methods design. Study 1 which was the qualitative phase adopted an inductive approach, as a result with the help of the pilot interviews and the semi-structured interviews successfully explored and built relationships between the variables of the study. In whole, Study 1 described the wider picture of work intensification, job crafting and flexible working practices. Study 2, the quantitative phase adopted a deductive approach and with the use of a longitudinal survey confirmed the hypotheses and research model of the study in a diversified sample of professional employees. The mixed methodology design allowed for the two phases to inform and verify each other by incorporating the strengths of both data collection methods.

Both studies have utilised snowball effect to collect random data from participants working in various organisations and sectors. This technique allowed for a very good sample size to be obtained with rich data to be analysed which are two of the strengths of this study. At Study 1, with the snowball effect 20 participants have been reached and participated in the semi-structured interviews. At Study 2, Time 1 phase included the data of 255 participants which is a satisfying number considering the time limitations of the study. However, Time 2 participants dropped down to 117 which make it challenging for implementing advanced statistical analyses to examine the data. Even though, there was sample attrition caused by the longitudinal design of the quantitative phase, other analyses have been utilised that provided equally significant results.

Study 2 utilised a longitudinal data collection design to eliminate two main research design weaknesses: internal validity-causality and common method bias. Regarding the internal validity a longitudinal research design was better able to establish causal direction from the data compared to a cross sectional design (Bryman, 2016). Therefore, by collecting data upon the certain independent variables at Time 1 the research was in a better position to assume that the data collected in Time 2 had a cause-effect relationship. Even though this design was not able to deal with the ambiguity of causal influence entirely, the two-time measurements allowed some insight into the time order of the variables. Additionally, the temporal separation between the measurements of Time 1 and 2 variables worked as a procedural remedy for common method bias of self-reported data. As indicated by the above arguments, the longitudinal design of the study is considered as another strong point.

Self-reported surveys, although is a quick and direct method to collect data from employees about their workplace experiences, it is likely to be related to common method bias. As stated before, the current study followed remedies for this bias such as temporal and proximal separation. It also utilised objective measures to collect data regarding absenteeism and presenteeism which were two of the outcome variables. Even though for the current study specific organisations have been approached, their HR departments refused to share their employees' data such as absenteeism and presenteeism rates. However in terms of work intensification perceptions, job crafting engagement, resources

and job satisfaction of employees it was suitable for the data to be obtained from the individuals since the study was seeking for their personal insights and experiences.

Collecting secondary data from companies for example managers' reports, timesheets, performance appraisals, absenteeism and presenteeism reports would be extremely time-consuming, in terms of dealing with confidentiality issues from organizations' and employees' side. This issue could be more easily addressed by approaching organisations willing to participate in this kind of research before the beginning of the study. Organisations open to engage in research projects would manage confidentiality issues more easily. This would allow for secondary data to be collected, particularly regarding well-being outcomes with the permission of employees', managers and organisations.

However the self-reported survey allowed for gathering quantitative data regarding employees' experiences using different scales and questions which have been carefully selected and adapted. This is strength of the study since all scales' properties were reasonably high even with scales that were not standardized before. For example, for the current study purposes a short version of a work-related scale has been developed since no tool has been available to measure the availability of resources in the workplace. The internal reliability analyses indicated good scale properties with nine work-related resources which allowed the examination of loss or gain experience by employees regarding their resources. A suggestion for future research would be the standardization of the work-related resources scale using larger sample of participants. When standardized, the current scale would become a useful tool in examining resource availability in the workplace which attracts limited attention.

Besides its important contribution, this study holds some limitations that could be addressed as future research directions. A strong but at the same time weak point of the current study is the mixture of nationalities among participants. Previous studies have been conducted using participants from the same country and organisations that were limitations in generalizability of the findings across the wider population. The current study collected data mostly from British, Cypriots, other Europeans and Asians working in the UK and Cyprus that made the sample more diversified. This could also be considered as a limitation of the study

because of cultural differences among individuals with different nationalities. Additional analyses have been performed in order to compare the different groups of nationalities, however no significant differences were found. A future direction would be to target for larger sample per nationality so that more advanced statistical analyses would be performed to compare the research model across different nationalities.

In the current study, participants were white collar workers coming from various sectors, occupations and organisations fact which could also be considered as strength and a limitation for a study on job crafting. Ghitulescu (2006) stated that using only one organization to examine job crafting has been a limitation, thus a study using various companies would be ideal for this emerging phenomenon. Probably if there were more participants in each group would allow for more specific comparisons across sectors and occupations to be conducted and explore differences and similarities among them. However, the current study's mixture of office-based participants allowed for the findings to be generalized across nationalities, occupations and sectors suggesting that job crafting is not a restrictive redesigning approach, but an all-inclusive proactive behaviour applicable in a diversified population. However, since the participants of this study were white collar employees, future research on the topic including other types of professions such as blue and pink collar workers would be suggested.

Some suggestions for future studies would be to further explore the area of perceived opportunities that spark job crafting behaviours since it does not attract much attention. If more studies will be conducted then the initial job crafting model of Wrzesniewski and Dutton (2001) can be extended in terms of practices and strategies that are considered as opportunities for employees to craft. The current study added remote working as a direct factor that facilitates job crafting engagement in the area of organisational practices. The end goal is to research on the area of perceived opportunities until the model of job crafting will be as inclusive and informative as possible so that academics and practitioners would benefit from it. Academics could utilise the job crafting model to explore other applications of it within the area of job crafting and in organisational literature, generally. Practitioners who are interested in the implementation of job crafting in organisations would have a

model to guide them in applying the theory into practice to help organisations and employees to implement specific job crafting strategies.

Regarding individuals appraisal of the phenomena existing in the workplace, a future direction of a job crafting study would be the exploration of any personality traits affecting these behaviours. The current study identified that employees who perceive work intensification as a challenging stressor and experience resource gains tend to engage in crafting. A future direction would be to examine whether individual differences and personality types play a significant role on employees engagement in job crafting. Also these might be the reasons why some individuals appraise some stressor as challenging while others as hindering which affects their resources availability and in turn their job crafting engagement. Hence, a follow-up of the current study probably using open questions and personality tests would be ideal to further investigate what differentiates people that perceive intensification as hindering or challenging, resource loss and gain thus low and high engagement in crafting, respectively.

An opportunity for future research would be to further examine few insights of the qualitative study. Based on the interview findings, a minority of employees reported that their engagement in job crafting behaviours triggered some neutral or negative feelings. For example they reported that by performing task crafting changes they realized that they were skipping tasks, ignoring important guidelines, forgetting to complete some of their main duties or they were even tired of making this extra effort to change tasks. In other cases, regarding relational crafting, few participants reported that socializing was leading to procrastination while there were times that they were feeling guilty for being unable to connect with colleagues and socialize with them because of heavy workload. These insights worth a further exploration in a future study on the negative impact of job crafting. The above has received limited attention thus, it is an unexplored area offered for future studies aiming to inform the section of job crafting impact of the job crafting model.

Another future recommendation is to examine job crafting and its impact on a continuum rather than as one time event which could inform the current research model. For example a different approach for collecting data such as daily diaries would be useful to explore job

crafting engagement on a daily basis and will possibly give answers to specific issues. A daily diary would be able to track the types of behaviours an individual engages more often, be more descriptive and could be related to specific resource motivating each crafting action something that the current study was unable to specify. Thus future research could examine how the three categories of job crafting: task, relational and cognitive are influenced by the different types of work-related resources. Also the diary technique could be aligned to the types of crafters proposed by Wrzesniewski et al. (2013): the alignment, the aspirational and the accidental crafter. It would be interesting for a future study to investigate how the type of a job crafter is affected by its work intensification perceptions and their experience of resource availability.

A future direction would be the extension of the current longitudinal design from two-lag to three-lag with a third measurement. Even though the sample attrition might be larger, the three-lag measurements would allow for various cause-effect relationships to be examined. For example Time 1 predictors would be perceptions of work intensification and resources which could be utilised to predict Time 2 job crafting as outcome. Then job crafting measured at Time 2 would predict well-being outcomes at Time 3. The current study utilised two-lag longitudinal design with three months delay due to limited time, however no significant results have been identified especially regarding absenteeism and presenteeism. Probably, a more extended time frame and the addition of a third measurement would allow for significant relationships to be indicated. Another possibility would be to measure in different time lags job satisfaction and absenteeism-presenteeism so that the former would be examined as a predictor of the latter outcomes.

The current study examined the role of task crafting specifically on work intensification demands since it was considered as the most critical type of job crafting acting as a coping mechanism under these demands. Study 1 highlighted the importance of task related crafting behaviours in coping with tight deadlines, high work speed and shortage of time to finish a task. Some additional analyses examining all three crafting types within the current model indicated non-significant results and bad model fit indices. However a future direction to particularly examine the role of relational and cognitive crafting in intensified

circumstances and how these are related to resource availability would be critical. Cognitive and relational crafting are equally important ways for job redesign among employees thus a model aligned specifically on the investigation of these crafting types would be a very promising future research direction.

The current chapter discussed the Study 1 and 2 findings by incorporating previous literature that supported or opposed to the results. It then moved to the theoretical contribution of the current study which guided the practical implication section. Then strengths, limitations of both phases and future directions were discussed in more details. The next section is a conclusion that highlights the most important points of the current study.

Conclusion

As a result to technological advancements, multitasking, downsizing and other organisational factors, the market economies accelerated and intensified the pace of work creating a 'time-squeeze' working environment which impacts on employees' capacity to manage their work-life balance. In response to that, organisations shift from the traditional working practices to new and modern versions characterised by speed, innovation (Sarantinos, 2007), and flexibility (Thompson & McHugh, 2009). Organisations' initiative to respond to the labour market changes includes the offering of various working arrangements to employees. For example autonomy, social support, job control and other coping practices which also eliminate negative intensification impacts (Anderson-Connolly et al., 2002).

However, according to Berg, Wrzesniewski and Dutton (2010) employees feel the need to perceive and proactively adapt to inevitable challenges in their working environment. Job crafting is a new redesign approach based on which employees take the initiative to alternate their tasks, relations and perceptions to better fit their interests and skills. Job crafting as a proactive problem solving approach allows employees to design and shape a different job for them, without going beyond their job role boundaries, in order to enhance positive well-being outcomes.

A basic need for employees to engage in job crafting is control over their job (Wrzesniewski & Dutton, 2001). Previous research on work intensification mostly highlighted its negative impact on employees' workplace and well-being outcomes. This led to the assumption that employees working in intensified demands experience loss or threat of loss of their valuable resources such as job control as posited by COR model (Hobfoll, 1989). As a result, it was initially assumed that the reason why employees working under intensification engage in job crafting is to regain control over their job. Even though the current study indicated contradictory findings to this assumption, it makes unique theoretical contribution and useful practical implications.

The current study with its mixed methodology design identified that work intensification is also associated with positive outcomes in the workplace, particularly when it is perceived as a challenging stressor by employees. This finding is critical for employees and employers

since it highlights the importance of individuals' appraisal on workplace stressors. Additionally, this study found that employees perceiving work intensification as a challenging stressor reported experiencing work-related resource gains which in turn motivated their engagement in higher levels of task crafting. The current finding indicates that employees engage in job crafting when they have available work-related resources to invest on them, contrary to previous assumptions that they craft their jobs when they feel the necessity to fulfill needs of control, positive self-image and connection with others. In this case, employees utilise their resources to engage in job crafting which was identified as a proactive coping mechanism for work intensification.

Another finding of the current study is that flexible working practices, specifically remote working is related to higher task crafting engagement thus, it facilitates employees' engagement crafting behaviours. This means that organisational practices offered by companies to their employees are valuable. Employees considered them as opportunities that give them a sense of autonomy and allow them to take initiatives and engage in job crafting behaviours, especially when their workplace is intensified. Finally, this study found that task crafting predicts job satisfaction over time. Namely employees that engage in task crafting tend to feel more satisfied. Work-related resource gain was found to be a more important predictor of job satisfaction on employees over time. Thus, the above two findings suggest that the combination of top-down and bottom-up approaches is vital for office-based employees to cope with stressors such as the demands of work intensification, and eventually be satisfied with their jobs.

This study contributed to the literature and practice of job crafting as a coping mechanism in intensified workplace environments. As discussed in the previous chapter, this study highlighted the importance of job crafting in informing academic research and practical application in the working environment to benefit employees and organisations. Particularly, it informed the initial job crafting model of Wrzesniewski and Dutton (2001) in the area of crafting antecedents indicating that the availability of work-related resources motivates job crafting. The study also contributes to the field of perceived opportunities of the model indicating that remote working facilitates crafting, while it expands the area of job crafting

impact by adding job satisfaction as a long term effect of job crafting. Additionally, the study contributed to the COR model (Hobfoll, 1989) by confirming in practice the Principle of resource investment according to which employees invest in their work-related resources in order to gain more resources such as job satisfaction through job crafting.

The study applied the challenging/ hindering framework (Lepine, Podsakoff & Lepine, 2005) since it identified that work intensification perceived by employees as challenging stressor leads to resource gains and triggers the problem solving approach of job crafting. Finally, it highlighted the importance of Appraisal Theory (Lazarus & Folkman, 1984) according to which work intensification perceptions have more impact on how employees react and eventually cope with them rather than the levels of the stressor.

This thesis falls under the emerging area of Positive Organisational Psychology by researching on an innovative combination of pillars including demanding working circumstances, organisational practices and individual initiatives to cope with challenges and enhance well-being in the workplace. More studies in the field of Positive Organisational Psychology are necessary in order for academics and practitioners to promote and improve effectiveness and quality of life in organisations with healthier and happier employees.

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Appendices

Appendix A: Pilot Interviews Schedule

Job Crafting and flexibilization of working: An empirical investigation of the experience of work intensification

Introduce myself and project:

   The interview will be an exploratory process aiming to find out information about how employees respond to increasing pressure of time and workload in their working lives, as well as their general working experience in the contemporary workplace.

The interview will take 30-40 minutes.

Introduce tape recorder, need of transcript, data storage, recordings will be destroyed after the data analysis and post publication of findings.

Check whether participant is agreed with tape recording:

   Yes: Proceed

   No: Researcher writes notes manually and explains that is to help the researcher

Check if participant has any questions at this stage.

Ask participant to sign consent form to provide written consent for participation. Explain that the interview process is based on confidentiality and anonymity.

General Introduction:

- Could you tell me few things about your job title; description of role; responsibilities and rights; tenure in role and meaning of work in your life.
- Could you describe me how a typical week of an accountant is? How do you experience your working life as an accountant?

Work Intensification:

- Do you think that your working life is intense and busy e.g. under high work speed, tight deadlines to catch, lack of time to finish a task, unmanageable workload?
- If you experience intensification in your workplace how does this affect your work-life e.g. put more effort, feel stress/ tension and lose job meaning?
- Do you think that intense workplace affects you as a person e.g. wellbeing, performance, health?
- Do you think that there is anything your organization does to help you deal with the above situation e.g. autonomy, flexibility, support, rewards? If not, is there anything it could do?

Workplace Flexibility:

- Does your organization offer you any kind of flexible working practices? If yes, do you make any use of those practices?

- Do these practices affect your work-life either positively or negatively?
- Do you think that you gain something by using the offered flexibility practices?

Job crafting:
- Is there anything you personally do to deal with the intense demands of your workplace e.g. changes in tasks, relationships, attitude/perception of your job?
- If yes why do you make these changes?
- Do you think they can make any difference in your feelings about your workplace (give meaning/ energy/positive or negative feelings)?
- Are there any factors either personal or within your workplace that facilitate the process of making changes (autonomy, support, trust, flexibility, friends, family, personality)?

Final thoughts:
- Is there anything you would like to add considering our previous discussion? Something important you would like to share regarding your working environment, your occupation or your personal working experience?

Thank participants for their precious time and responses. Remind them about contact details in case they have any queries regarding the research.

Appendix B: Pilot Interviews Ethical Approval

APPLICATION FOR ETHICAL APPROVAL OF RESEARCH PROJECT

Ethical approval may be given or withheld in relation to both the nature of the project and the methodology. Projects should not proceed unless both approvals have been given.

Approval must be obtained **before** making contact with human participants or subjects or beginning data collection requiring ethical approval.

Please forward completed forms to Professor Maureen Meikle, Director of Academic Enhancement (Research), for approval by the Ethics Panel.

Reference title of project:

Job Crafting and flexibilization of working: An empirical investigation of the experience of work intensification.

Proposer / person with lead responsibility:

Giorgoulla Thrasyvoulou (email: 1408008@leedstrinity.ac.uk)

Supervisors:

Leader: Emma Roberts (LTU, E.Roberts@leedstrinity.ac.uk)

Co-supervisor: Des Leach (UoL, D.J.Leach@lubs.leeds.ac.uk)

Proposed project start and completion dates:
October 2015 - August 2018

Sponsors, collaborators, grant awarding bodies and/or PSRB involvement:
N/A

Summary description of the project:

Positive Organizational Psychology has become a field that inspires researchers to become a part of it since well-being and work-life balance attract a lot of attention, being treated as priority issues by governments and organizations of the modern workplace (Felstead et al., 2002). Job crafting has been introduced as proactive behaviour of employees which is important for the workplace environment and also positively related to well-being (Tims, Baker & Derks, 2013). Especially, with the introduction of work intensification which is likely to diminish workplace well-being (Green &Gallie, 2002), research on effective measures-solutions to keep the balance within organizations environment such as workplace flexibility and job crafting becomes a necessity.

The current study on job crafting, work intensification and flexibility effects on well-being is an outstanding project that makes a unique contribution to the literature of Positive Organizational Psychology. Job crafting although a widespread phenomenon has very limited literature and this research is the first attempt to explore its relation to work intensification, flexibility and well-being. In case which the study suggests job crafting to sustain and empower well-being while work intensification is likely to deteriorate it, then it could be assumed that job crafting is a response to intensification, since has the power to balance its negative effects on employees. Particularly, within a working population unable to introduce flexibility in their workplace, this finding will give insights to employees and organizations that job crafting would probably be a fundamental solution, alternative response to work intensification.

To sum up, the aim of the study is to take job crafting one step forward in the literature of organizational psychology field. Nowadays, job dominates people psychological and social life, thus research on aspects targeting to make the workplace a more positive place for employees and employers is more than welcome. At the end of the day, psychologically and physically healthy employees will create more efficient and effective organizations, which they will finally promote a more positive attitude for work in the society.

PROJECT PURPOSE

Please describe aims and envisaged benefits

The present study intends to engage job crafting within the workplace and investigate the effects of job crafting, work intensification and workplace flexibility on employees' well-being. The most important aim of the current study is to identify what responses employees and organizations make to work intensification; whether people craft their job and why they do it under conditions of work intensification and what implications this fact has on individuals.

PROJECT DESCRIPTION

Please describe, succinctly but accurately, the stages of the project and the involvement of human participants and subjects. Please identify all aspects which ought to be subject to ethical consideration and approval.

The current project aims to investigate the effects of job crafting and work intensification on well-being utilizing a cross-sectional between subjects design and a mixed methodology. Pilot interviews and an inclusive questionnaire would be the perfect combination of quantitative and qualitative research methods in order to examine the research questions and hypotheses.

At this first stage the current study seeks ethical consideration and approval for the pilot interviews among employees. A pilot study will be extremely useful especially for the first stages of the current research. Since job crafting is a relatively new concept and flexible working practices is not strategy that every organization, sector and profession is possible to engage with, pilot interviews will be employed among employees.

Basically, the pilot study will attempt to give to the research team fresh insights about the workplace environment at the moment and examines whether flexibility, job crafting and intensification currently exist and in what forms, levels and degree are likely to be found and any other possible influential factors. Pilot interviews will be probably conducted within UK based employees and probably later on within Cyprus based employees to examine any differences between the two workplace markets.

RISK

Please evaluate potential risks to human participants, subjects and researchers and how these will be mitigated. Please identify significant health and safety issues in relation to off-campus project activity.

There are no potential risks since human participants will only be called to answer a semi-structure interview (30-40 minutes long). The participants will firstly give their consent and they will be asked whether they mind for their interview to be recorded for the facilitation of the transcription process. Participants that do not wish to be recorded the researcher will write notes upon each answer. In any case that participants feel uncomfortable to answer a question they have no obligation to do it with no need to justify his/her decision.

HUMAN PARTICIPANTS

Please describe:
- *the size and nature of the group and the reason for selection*
- *methods of ensuring voluntary participation and for participant withdrawal*
- *details of any payments to be made*

For the current stage of pilot interviews up to 10 participants will be interviewed. The current research aims to examine work intensification, job crafting and its outcomes in the workplace of accountants, since accountancy is traditionally thought to be a quite stressful occupation.

The participants will be provided with a consent form and will be informed about the procedures that are going to be followed for the interview conduction. Participants will have the right to withdrawal their participation before the analysis of the data. The whole participation will be absolutely voluntary and no reward is to be given.

You should submit, as appropriate,
The information sheet for participants
The consent form for participants

HUMAN SUBJECTS

Please describe:

- *the size and nature of the group and reason for selection*
- *security of, access to and restrictions on data and documents*
  N/A

Statements of permissions to use data or documents

LEGALITY and INTELLECTUAL PROPERTY

Please confirm that the project is within the law of the country in which investigation is proposed, including data protection provisions

Please describe:

- *provisions for the respect of copyright and intellectual property rights*
- *timing and method of secure destruction of data*

All resources used to prepare the semi-structure interview will follow the Copyright and Intellectual Property Rights based on the Code of Research Conduct and Ethics of LTU (http://www.leedstrinity.ac.uk/research/Documents/Code%20of%20Research%20Conduct%20and%20Ethics.pdf). In accordance to that care will be taken in the utilisation of source materials published or unpublished ensuring the requirements of intellectual property and copyrights.

All data relating to their participation in this study will be held and processed in the strictest confidence, in accordance with the Data Protection Act (1998). No identifying details will be recorded on their interview responses and the data will remain anonymous through all

research stages. All data will be held securely in password protected computer files. No one outside of the research team will have access to the individual data.

CONFIDENTIALITY and ANONYMITY

Please describe (referring to participant/subject information sheets as appropriate):

- *how the confidentiality and anonymity of participants and subjects will be maintained*
- *how participants/subjects will be informed of limits on confidentiality*

Participants will be given an introductory/ consent form about the project thus to be informed generally about the study aims, confidentiality and anonymity as well as their rights/ obligations.

All individual responses will be treated with strict confidentiality and anonymity, however if participants wish to withdraw from the study, they may do so at any time before data will be processed and analysed. They are under no obligation to answer every question and they can withdraw at any point without needing to justify their decision. The research will meet the strict ethical guidelines required by the Leeds Trinity University and the British Psychological Society (http://www.bps.org.uk/what-we-do/ethics-standards/ethics-standards). All participation is voluntary and there is no obligation to take part. Each participant will be given a unique code thus participants' identity will be protected in the publication of any findings. Participants' names will not be linked with the research materials, and they will not be identified or identifiable in the report that results from the research.

COMPLIANCE with OTHER CODES

If appropriate, please describe how the project complies with codes in place with relevant bodies (eg NHS).

N/A

You should submit, as appropriate, **relevant permissions and approvals**

METHODS

Please describe:

- *advice obtained on project design and method*
- *any procedures to be carried out on or with participants and the competence of researchers to undertake these.*

Following the literature review and discussion with my supervisors we ended up that pilot interviews will be the ideal pilot method for gathering data about the current research

project for the time being. A semi-structure interview schedule is prepared for the purpose of the project including important questions about people's workplace experiences and feelings. The researcher will have the role of the interviewer and will treat each participant with polite manners, respect and confidentiality. Interviewer will attempt to built rapport and trustworthy climates to help participant to be more open and sharing. Basic social and communication skills are required as well.

OUTCOMES

Please describe

- *proposed outcomes, methods of dissemination and limits thereon*
- *methods and timing of feedback to participants.*

The interviewers' responses will make clearer the relationships between the main aspects of the study. They will help the research team to examine whether the proposed research models reflect the real circumstances occurring in the different workplaces. The outcomes will either satisfy the hypotheses of the study or not, giving a clearer insight to the research team of the practical application of the theory in the working environment. Pilot interviews will be the exploratory phase of the study and will make the theories behind the aspects of work intensification, flexibility and job crafting more understandable. It is assumed that the interviews will also introduce to the researcher possible aspects of the daily working life of employees that have not been considered before. Finally, the outcomes will provide the research team with a more holistic overview and will facilitate the process of introducing, discussing, and explaining the research to employees in a simplistic and understandable way.

APPROVAL

Proposer(s) statement

I (we) confirm that I am (we are) proposing to undertake this research project in the manner described. I (We) understand that I am (we are) required to abide by the terms of this approval throughout the project and that consent should be obtained for any significant amendments to the project in advance of their implementation.

Signature(s)   Date 08/05/2015

Approval

Signature   Date

Chairperson of the Ethics Panel

Appendix C: Study 1 and 2 Ethical approval

Leeds Trinity University

APPLICATION for ETHICAL APPROVAL of RESEARCH PROJECT

Ethical approval may be given or withheld in relation to both the nature of the project and the methodology. Projects should not proceed unless both approvals have been given.

Approval must be obtained **before** making contact with human participants or subjects or beginning data collection requiring ethical approval.

Please forward completed forms to Professor Maureen Meikle, Director of Academic Enhancement (Research), for approval by the Ethics Panel.

Reference title of project:

Dealing with the demands of work intensification: The role of job crafting

Methodology Phases:
Pilot Phase: Approved in May 2015
Study 1- Qualitative phase: Approval needed
Study 2- Quantitative phase: Further application to be submitted in January

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Proposer / person with lead responsibility:

Giorgoulla Thrasyvoulou (email: 1408008@leedstrinity.ac.uk)

Supervisors:

Leader: Emma Roberts (LTU, E.Roberts@leedstrinity.ac.uk)

Co-supervisor: Des Leach (UoL, D.J.Leach@lubs.leeds.ac.uk)

Proposed project start and completion dates: October 2015 - August 2018

Sponsors, collaborators, grant awarding bodies and/or PSRB involvement: N/A

Summary description of the project:

Job crafting is a relatively new and innovative job redesign perspective in Positive Organizational Psychology, merely associated to positive workplace outcomes. Nowadays, organisations respond to the labour market pressures by offering flexible working arrangements; however by the introduction of new measures, employees are directly affected by the changing work demands. According to Berg, Wrzesniewski and Dutton (2010), employees need to perceive and adapt to the inevitable challenges of their workplace proactively and one way to do so is by crafting their jobs. Job crafting captures what employees do to redesign their job by actively changing tasks, relations and perceptions to enhance positive outcomes such as job satisfaction, engagement, resilience and thriving (Berg, Dutton &Wrzesniewski, 2008). Employees who craft are called job crafters and have the ability to proactively modify their job boundaries (Berg, Wrzesniewski &Dutton, 2010). Crafters, as active and dynamic participants improvise by creating a "different" job for themselves, which is still consistent with their job definition and role (Wrzesniewski &Dutton, 2001). The scope of the current study is to examine the impact of job crafting on employees' well-being within the intensified working environment. The most important aim is to identify: what responses employees and organizations make to work intensification, whether people craft their job, when and why they do it under conditions of work intensification and what implications this fact has on individuals. A mixed methodology design including interviews and a survey will be undertaken to test the research model and hypotheses, which are developed and supported by the literature review and initial exploratory interviews.

PROJECT PURPOSE
Please describe aims and envisaged benefits

The present study intends to engage job crafting within the workplace and investigate the effects of job crafting, work intensification and flexible working practices on employees' well-being and performance. The most important aim of the current study is to identify: what responses employees and organizations make to work intensification, whether people craft their job, when and why they do it under conditions of work intensification and what implications this fact has on individuals. Complementary the study aims to examine whether individual, social and organizational features such as autonomy, support and personality traits encourage or discourage people to craft their job under the pressure of work intensification.

PROJECT DESCRIPTION
Please describe, succinctly but accurately, the stages of the project and the involvement of human participants and subjects. Please identify all aspects which ought to be subject to ethical consideration and approval.

The current study on the impacts of job crafting on well-being and performance in work intensified environment is a project that aims to make a contribution to the literature of Positive Organizational Psychology. Job crafting although a new widespread phenomenon, has very limited literature. The current research is the first attempt to explore crafting relation to work intensification, organization-directed strategies, individual differences and well-being outcomes. Especially with the rise of work intensification which is likely to diminish workplace well-being (Green &Gallie, 2002), research on effective trends to keep the balance within organizations and employees needs for instance flexible working and organization-directed practices and job crafting becomes a necessity.

The research aims to fill previous gaps of crafting behaviours, antecedents and also acknowledge effects of job crafting that have not been previously considered. Several thoughts have been expressed about negative effects of job crafting and whether they are either noticeable or harmful (Berg, Wrzesniewski &Dutton, 2010) especially for organizations, since crafting is a bottom-up process introduced executively by employees primarily to enhance meaningfulness and identity. This means that although job crafting is a non-financially costly response to labour market pressures, it may indirectly affect organizations in case that is not aligned with their goals and objectives in terms of performance and productivity.

The current study will follow a mixed methodology design distinguished in three separate phases which require ethical consideration and approval:

Pilot Phase

Firstly initial interviews have been conducted with three accountants as part of the pilot phase of the project. This primary exploratory phase, along with the literature review, led to the development of the study's research model and hypotheses and it also encourage the researcher to successfully defend the purpose of the current project during the upgrade evaluation (Approved in May 2015).

Study 1

Secondly, semi-structured interviews will be conducted as part of the Study 1, which will aim to explore the views and responses of accountants related to the topic (Approval needed).

Study 2

Thirdly, Study 1 will lead to the third phase of the project, the quantitative. At Study 2 a self-reported questionnaire will be distributed to a large sample of accountants aiming to examine the research model and hypotheses of the project (Approval application form will be submitted separately in January).

RISK
Please evaluate potential risks to human participants, subjects and researchers and how these will be mitigated. Please identify significant health and safety issues in relation to off-campus project activity.

There are no potential risks since human participants will only be called to answer a semi-structure interview (40-45 minutes long). The participants will firstly give their consent and they will be asked whether they mind for their interview to be recorded for the facilitation of the transcription process. Participants that do not wish to be recorded the researcher will write notes upon each answer. In any case that participants feel uncomfortable to answer a question they have no obligation to do it with no need to justify his/her decision. The interview will take place in participants working environment, in a private space where is possible in order to avoid any confidentiality issues within their organization. The reason of choosing this context to conduct the interviews is besides the participants' convenience, the familiarity interviewees' have with their workplace and of course to satisfy the project context which is based on the accountants' working environment and experiences.

HUMAN PARTICIPANTS

Please describe:
- *the size and nature of the group and the reason for selection*
- *methods of ensuring voluntary participation and for participant withdrawal*
- *details of any payments to be made*

For the Study1 phase, 20-30 participants will be interviewed. The current research aims to examine work intensification, job crafting and its outcomes in the workplace of accountants, since accountancy is traditionally thought to be a quite stressful occupation. The idea is to include in the sample accountants with different roles and positions from several organizations, thus the sample will be representative and to give the potential of comparisons.

Accountants' job nature requires them to serve professional obligations, their organizations, the public, their profession and themselves under the highest ethical conduct standards in a demanding and time-pressured working environment (Cluskey &Vaux, 2011). The major sources of stress among accountants concerning the meeting of the frequent and demanding audit deadlines (Campbell, Sheridan &Campbell, 1988; Cook &Kelley, 1988); the working environment which demands long hours; the work overload; the time pressures and interpersonal relations (Daniels &Guppy,1995). In a recent study examining work-related stress across occupations, accountants indicated average scores on work values such as physical health, psychological well-being and job satisfaction compared to other twenty-five occupations in the UK (Johnson et al., 2005).

The above studies lead to the assumption that the intensified workplace under which accountants work is probably causing loss or threat of loss on work values that indicates the need of investment in resources to prevent and restore them. As a result accountants is a sample worth being examined on: whether they craft their job; why they do it; what the outcomes of crafting are to intensification and to their work values, whether any other factors act as alternative responses to intensification and job crafting antecedents.

As far as the recruitment of the participants is concerned it would be based on the connections of LTU with several companies and organizations. Following a brief discussion

with the employability officer of the LTU, the organization has various connections with local businesses, merely SMEs and Start-ups that provide financial services, thus the databases of the University will probably be a good starting point for the participants' recruitment especially for the Study 1 Phase of the interviews.

The participants will be provided with an information sheet and a consent form. They will also be informed orally, right before the beginning of the interview, about the procedures that are going to be followed. Participants will have the right to withdrawal their participation before the analysis of the data. The whole participation will be absolutely voluntary and no reward is to be given.

Children and Vulnerable Adults
If these groups are involved, please provide details of how their informed consent will be obtained.

N/A

You should submit, as appropriate,
The information sheet for participants
The consent form for participants

HUMAN SUBJECTS
Please describe:
- *the size and nature of the group and reason for selection*
- *security of, access to and restrictions on data and documents*

N/A

You should submit, as appropriate,
Statements of permissions to use data or documents

LEGALITY and INTELLECTUAL PROPERTY
Please confirm that the project is within the law of the country in which investigation is proposed, including data protection provisions
Please describe:
- *provisions for the respect of copyright and intellectual property rights*
- *timing and method of secure destruction of data*

All resources used to prepare the semi-structure interview will follow the Copyright and Intellectual Property Rights based on the Code of Research Conduct and Ethics of LTU (http://www.leedstrinity.ac.uk/research/Documents/Code%20of%20Research%20Conduct%20and%20Ethics.pdf). In accordance to that care will be taken in the utilisation of source materials published or unpublished ensuring the requirements of intellectual property and copyrights.

All data relating to their participation in this study will be held and processed in the strictest confidence, in accordance with the Data Protection Act (1998). No identifying details will be recorded on their interview responses and the data will remain anonymous through all research stages. All data will be held securely in password protected computer files. No one outside of the research team will have access to the individual data.

CONFIDENTIALITY and ANONYMITY

Please describe (referring to participant/subject information sheets as appropriate):
- *how the confidentiality and anonymity of participants and subjects will be maintained*
- *how participants/subjects will be informed of limits on confidentiality*

Participants will be given an introductory/ consent form about the project thus to be informed generally about the study aims, confidentiality and anonymity as well as their rights/ obligations.

All individual responses will be treated with strict confidentiality and anonymity, however if participants wish to withdraw from the study, they may do so at any time before data will be processed and analysed. They are under no obligation to answer every question and they can withdraw at any point without needing to justify their decision. The research will meet the strict ethical guidelines required by the Leeds Trinity University and the British Psychological Society (http://www.bps.org.uk/what-we-do/ethics-standards/ethics-standards). All participation is voluntary and there is no obligation to take part. Each participant will be given a unique code thus participants' identity will be protected in the publication of any findings. Participants' names will not be linked with the research materials, and they will not be identified or identifiable in the report that results from the research.

COMPLIANCE with OTHER CODES

If appropriate, please describe how the project complies with codes in place with relevant bodies (eg NHS).

N/A

You should submit, as appropriate,
relevant permissions and approvals

METHODS

Please describe:
- *advice obtained on project design and method*
- *any procedures to be carried out on or with participants and the   competence of researchers to undertake these.*

At the Study 1 phase of the project a large scale semi-structure interviews are planned to be conducted recruiting 20-30 interviewees. All participants will be voluntarily engaged and will be asked to provide their consent, ensuring that any information shared during the interview will be treated with high confidentiality and anonymity. Interviewees will be provided with an information sheet and consent forms and will be called to respond to a semi-structured interview.

Study 1 will be an exploratory phase of the project that aims to enrich the insights of the research team upon the topic. This phase will be based on the inductive methodological approach since the participants will be called to share their experiences to ground the theory afterwards. Additional information about: employees' responses to increasing work pressures and their general working experiences, their job crafting engagement level and techniques, flexible working practices and other organization-directed strategies are expected to be obtained throughout the qualitative phase. The interviews will probably be analysed using qualitative content analysis technique targeting to develop and back up the theory and variables of the research model and its hypotheses.

Interview findings will be useful since job crafting is a relatively new concept and flexibility is now becoming a more widely used practice in organizations as a win-win solution to work intensification. Apart from that the potential qualitative outputs will probably develop and finalize the research model and the hypotheses of the study and thus to provide stronger indications for the constructs-variables needed to be tested in the quantitative phase. The possibility of writing a conference paper and submitting for publication sharing the Study 1 outputs is not excluded.

The researcher will have the role of the interviewer and will treat each participant with polite manners, respect and confidentiality. Interviewer will attempt to built rapport and trustworthy climates to help participant to be more open and sharing. Basic social and communication skills are required as well.

You should submit, as appropriate,
Final draft questionnaires
Final draft interview structure

OUTCOMES
Please describe
- *proposed outcomes, methods of dissemination and limits thereon*
- *methods and timing of feedback to participants.*

The Study 1 Phase is expected to give the research team besides a clearer and holistic view of the accountant's working life, better insights about the development of the research model and the hypotheses. This exploratory phase is aiming to give a more realistic direction to the relationships between the variables of the project, which are to be tested within the Study 2 Phase of the questionnaire. After the data analysis and depending on the results of

the Study 1, the plan is to aim for a poster presentation in a conference and/or a paper submission for publication. Additionally, around January a management report of the interview's outcomes will be prepared and sent to participants and organizations that will express their interest on the results.

To sum up, the study is targeting to take job crafting one step forward in the literature of organizational psychology field. Nowadays, job dominates people psychological and social life, thus, research on aspects aiming to make the workplace a more positive place for employees and employers is more than welcome. At the end of the day psychologically and physically healthy employees will create more efficient and effective organizations which will finally promote a more positive attitude for work in the society.

APPROVAL

Proposer(s) statement

I (we) confirm that I am (we are) proposing to undertake this research project in the manner described. I (We) understand that I am (we are) required to abide by the terms of this approval throughout the project and that consent should be obtained for any significant amendments to the project in advance of their implementation.

Signature(s)   Date
                                                            25/09/2015

Approval
Signature   Date

Chairperson of the Ethics Panel

Appendix D: Pilot Phase Consent Form

Job Crafting and flexibilization of working: An empirical investigation of the experience of work intensification. PhD Project, Leeds Trinity University, UK

I am Georgia Thrasyvoulou, a PhD student in Leeds Trinity University. My field is Organizational Psychology and my research is about how employees respond to increasing pressure of time and workload in their working lives. I am interested in conducting some pilot interviews with employees, whose occupation involves high work speed, working under tight deadlines and shortage of time to complete a task.

The interviews will be short (30-40 minutes) but will play a vital role in the next stage of my study where I am planning to conduct a quantitative research to further examine my topic. Your contribution to the current study will be much appreciated and highly useful in promoting positive organizational psychology in the workplace. My supervisors are Dr Emma Roberts at Leeds Trinity University and Dr Des Leach of University of Leeds (contact details provided below).

All individual responses will be treated with strict confidentiality, however if you wish to withdraw from the study, you may do so at any time before data will be processed and analysed. You are under no obligation to answer every question and you can withdraw at any point without needing to justify your decision.

The research meets the strict ethical guidelines required by the Leeds Trinity University and the British Psychological Society. All participation is voluntary and there is no obligation to take part. All data relating to your participation in this study will be held and processed in the strictest confidence, in accordance with the Data Protection Act (1998). No identifying details will be recorded on your interview responses and the data will remain anonymous through all research stages. All data will be held securely in password protected computer files. No one outside of the research team will have access to your individual data.

Consent Statement:

I agree to take part in this research, and am aware that I am free to withdraw at any point. I have had the opportunity to ask questions about the project. I understand that the information I provide will be treated in confidence by the investigator within the limits described and that my identity will be protected in the publication of any findings. I give permission for members of the research team to have access to my anonymised responses. I understand that my name will not be linked with the research materials, and I will not be identified or identifiable in the report or reports that result from the research. I agree for the data collected from me to be used in future research. By signing this form, I consent to my responses being included in the analysis of the current project.

Print name:.. Signature:....................................
Date:...............

Job title & Tenure:...
Organization:.......................................

Provisional PhD Student: **Supervisors Contact Details:**

Georgia Thrasyvoulou   Emma Roberts: E.Roberts@leedstrinity.ac.uk

1408008@leedstrinity.ac.uk   Des Leach: D.J.Leach@lubs.leeds.ac.uk

Appendix E: Pilot Phase Thematic Analysis

Thematic analysis: Pilot Interviews			
	Thematic Areas	**Participant**	**Comments**
Introduction	**Accountants workplace**	An	week is very different from week to week; accountants-partners; accountants in practice; accountants in training; workload is partly predictable-unpredictable and depends on phone calls and emails; emails and mobile phones chase you everywhere because clients will email or call you anytime; work life balance then is very difficult because when you don't know certainty when you are going to leave the office; it is a reactive job and you do react with the clients; you don't know in what state you are going to be, how tired when you are leaving the office.
		Ant	not sure whether there is such as thing as a typical week in this field because everything is different week by week in accountancy; job depends on clients . Mostly week by week is different for me since I am also a partner and not an employee accountant. There are lot of differences but the most important is that even the hours we work are different; employees more or less have the same working plan every week, working from 8.30-4.30 and their responsibilities are fixed compare to the partner's duties; I am more flexible; I like my job so it is a good experience; it was something I believed suits me and have many potentials for upgrading and higher rewards.
		P	Week by week is never the same; usual duties of an accountant-partner are to take calls, contact and meeting clients, responding to emails and other things; a small accounting firm is quite different from an accountant; I am flexible in this job role for example I can take holidays whenever I want or day offs;
Work intensification	**Intensification determinants**	An	Extremely high workload; quite stressful; It's busy; It's extremely pressure environment; you know it's going to be tough.
		Ant	I don't feel that my job now put pressure on me or that is too busy. It is busy I sometimes feel the pressure but not in a way that I am unable to manage it; work under speed and deadlines but this is the nature of my job but not every day; It is busy and there is pressure

			but it depends on the period of the year. January is a period of pressure and March because we have the end of the season, tax and other stuff but it is not always like this.; high workload and deadlines of course every couple of months but most of the times you can manage it; matter of priorities and concentration.
		P	deadlines but I feel that the workload even though quite big it is manageable. I don't feel pressers or that I work under high work speed; no intensity ; all matter of how you experience the whole "work" meaning and of course having priorities to get your job done.
	Intensification Impact	An	When I was young, when I was in your age it was something I quite enjoyed, I liked to be like this, I felt alive with not know what it is going to be, being very reactive getting the job done felt very satisfactory; as you get older and you got other things in your life rather than your work it clouds out everything else and you get a feeling of dissatisfaction even if achieving; I felt divided, very divided in terms of my attention to my loyalties; you won't take those years back and you won't see your children growing up again and had to make a choice; feeling guilty; Stress; blood pressure for the last 25 years; I am better now working in different roles but yes it was hard; performance deteriorated with the fact that we are tired all the time; sweating when they hear the phone ringing before answering it because they knew what was going through; you lose job meaning; it became no worthy
		Ant	you are under pressure and that you have to work harder because it's that time of the year you need to catch the deadlines and achieve to take over of your duties and responsibilities; I won't say that affects me a lot because I know that it won't last forever, eventually on February it will be done; stress and the tension but not at a point that will affect my wellbeing or performance so much; my performance it is getting better rather than I see negative outcomes.
		P	I never feel that i have to put more effort on what i am doing to deal with my job duties.
Job Crafting	**Crafting Behaviours**	An	looking for partners coming and share and running the business with me; employing staff and try to reorganize staff and train

			staff to take over the bits I was doing; golf club membership; I was quite nasty, I was particularly intolerant of junior staff and anyone I didn't feel they make the job properly. I was bad tempered which is not truly my nature. I remember times when I turned down some very good juniors and I am talking about shouting very loudly and very aggressively; I was still nasty and unpleasant at home too with my family
		Ant	by giving tasks to other employees to do it. For example responsibilities that I am not actually needed to be done like emails or phone calls. I used to ask for employees to do specific tasks for me; time I split the work in small tasks and I give them to employees to do it; I become more antisocial let's say; but I am mostly isolated in my office during the hours that I spend in the office; ask colleagues to avoid interrupting me; less conversations and contact with other people in the office because I have to work hard to reach the deadlines;
		P	good relationships with my colleagues; ask people to help me
	Crafting circumstances	An	I did lot of things during the years within a design to make me feel better, balanced, and got a life
		Ant	I don't even think that I am doing something differently than normally. I make those changes without noticing it, it is not a conscious process; I need more people to get involve in order to finish on time and I am closed up in my office because I need to work without stop to finish the job on time;
		P	When I need to leave for holidays; day-offs and so I ask others to cover me
	Crafting Outcomes	An	If you start trust people in your workplace to treat the things like it was you and you are not the only one in the world that can do this it does take some pressure off. It makes you a better employer, manager because you are actually allowing people to take on their own roles and to develop background roles. It takes the pressure of you the same time. ; I really enjoyed that in the couple of past years I was working in the partnership area
		Ant	By making those changes I feel less stressed and more focused.
		P	So even when I have deadlines my mood doesn't change. I am a person who smiles a lot and I don't face difficulties to cope with my job workload.

	Crafting Antecedents	An	my children ; this was playing golf for example.
		Ant	my family knows that I will be absolutely focused on my job when I have the deadlines; autonomy also; I think also personality plays a role on this; ability to stay focused and concentrated on my job working in my office for hours; the ability to start again what I was doing right after without losing time; I can prioritize tasks so I can manage them easily; I can work without a break for hours
		P	I think personality has to do with how I experience my job; happy person and I see the bright side of things. I really enjoy my job role here; I am a person who smiles a lot and I don't face difficulties to cope with my job workload; But i am the woman partner and maybe my gender makes me different on how I respond to my workload; my children are old and financially independent so my job is not something I do for the money any more. I have no other financial responsibilities, I have no mortgages so I am calm and I work because I like it not for the financial rewards; other people are able to cover my place and takeover of my responsibilities during my absence; the receptionists as you noticed before who are taking the calls for us and other important information so they let us know whatever we need to know
Workplace Flexibility	**Organization-directed practices**	An	Autonomy; senior accountants who look after the juniors, their training All our students have their training paid full and their exams paid full as well. If they fail we kept them helping the through their resist to pass their exams; we organize a day out; countryside having drinks, playing golf together as a company; reward system is based on that: when you work hard the next month you get a free day.
		Ant	Flexibility; autonomy; trust to employees
		P	Work autonomously as well yes because we trust our employees, since they are here for long time.
	Flexibility practices	An	we have a staff room, We also have flexi-hours and staff particularly who have children and they want to work more flexibly you said yes you can do it. We have part time working, we cut hours down, we now have members of staff self-employed or staff that

		Ant	are coming to work whenever there is lot of work- zero hrs contracts;
		Ant	yes I am flexible indeed as a partner; long weekends as well without need to ask anyone for permission; employees: fixed hours to work and they don't have flexi-time but most of them are part-time employees but they work here for years; more part-time hours when they ask
		P	Flexibility is a constant thing in my job roles; come to the office the time I want to and leave the time I want ; go on holidays as a partner here because we are three so the others will be here to cover me; part time workers for years now but we are also lenient if somebody asks half an hour extension to come to the office because something happened or they need to arrange other important things; don't offer the flexi-time constantly; avoiding any overtime; We don't have the remote working no, even though partners can work from home accessing the system with passwords
	Flexibility Perception	An	they can take some pressure off and it's a useful a lot; those practices indeed make the difference; at least having the days off and flexible hours meant that you manage your own workload around your own life.
		Ant	I think is a very positive think in the workplace
		P	not always good to have much flexibility because you might make other people feel pressure by arranging your tasks;
	Flexibility impact	An	providing things like flexible hours and other practices it is not a gift we are giving them, it's what they need to make the operate effectively which is good for the business and for them; listening to people and responding to needs would make us so good in the end; reacting to their needs made things better; I got a balance
		Ant	offers me opportunities to see my family more and fulfill other responsibilities outside my working life; balance my work and life and be more happy and satisfied. My job has more meaning now, my job role offers me the chance to do other things than just working
		P	I think that flexible working practices are positive for all of us in the office; I can take holidays whenever I want or day offs

			knowing that other people are able to cover my place and takeover of my responsibilities during my absence.
Final thoughts		An	running a business having a pressure it is very difficult to stop and look and ask questions about wellbeing and balance in the middle of it; It would be lovely if we could find a time even in the most pressuring jobs to find time and think about priorities. It should get as far as risking your health and life to stop, it should be a mechanism building in working life which helps you finding the time to look at wellbeing issues and reflect.
		Ant	job now it is a lot more different than in the past; larger firms I used to work for longer hours, harder and I had the feeling that I was working for nothing; nobody ever appreciate actually my contribution; working under pressure, intensity and tension so I was not satisfied and I was stressful; I was younger and I had more passion and more strength to manage to work in such high pace; I am older now. I found the balance now i suppose because now I work differently; clients and working on their tasks at the same time, it worth it; I am satisfied now; Feel the recognition; I am working for as a partner and this makes my job meaningful
		P	I don't feel pressured or stressed; it has something to do with personality and characteristics; depends on the views about his job; My job now is not a mean of earning money or financial rewards; it is something that makes me feel satisfied and happy. I always try to find the balance between my job and my life no matter how much workload I have; 15 years I am doing this job as a partner and in this practice and that I don't have anything to put a pressure on me in terms of financial responsibilities; if you find the balance everything is manageable; people are different and their perceptions about work are different.

Appendix F: Study 1 Semi-structured Interview Schedule

Dealing with the demands of work intensification: The role of job crafting.

Introduce myself and project:
> *The interview will be an exploratory process aiming to find out information about how employees respond to increasing pressure of time and workload in their working lives, as well as their general working experience in the contemporary workplace.*

The interview will take 40-45 minutes.

Introduce tape recorder, need of transcript, data storage, recordings will be destroyed after the data analysis and post publication of findings.

Check whether participant is agreed with tape recording:
> *Yes: Proceed*
> *No: Researcher writes notes manually and explains that is to help the researcher*

Check if participant has any questions at this stage.

Ask participant to sign consent form to provide written consent for participation. Explain that the interview process is based on confidentiality and anonymity.

General Introduction:
- Could you tell me few things about your job title; description of role; responsibilities and rights; tenure in role and meaning of work in your life.
- Could you describe me how a typical week of an accountant is? How do you experience your working life as an accountant?

Work Intensification:
- **Think about your working life, how does it compare to your friends and family?**
  Prompt:
  o What is it like?
  o How does this affect your life?

Job crafting:
- **How do you cope? What do you do?**
  Prompt:
  o Why?
  o Does it work?
  o How do others respond?
  o Are there any facilitators or obstacles in this process?

Workplace Flexibility:
- **Is there anything your organization does to deal with the situation?**
  Prompt:
  o If yes what kind of practices are? How about flexible working practices, control, support?
  o How do those practices affect you?

- o Is there anything else in the organization that you find helpful to cope with difficulties?

Final thoughts:

- Is there anything you would like to add considering our previous discussion? Something important you would like to share regarding your working environment, your occupation or your personal working experience?

Thank participants for their precious time and responses. Remind them about contact details in case they have any queries regarding the research and if the questions have raised any concerns for them to seek support from their HR department or/and their GP as appropriate.

Appendix G: Study 1 Consent form

Dealing with the demands of work intensification: The role of job crafting.

PhD Project, Leeds Trinity University, UK

I am Georgia Thrasyvoulou, a PhD student in Leeds Trinity University. My field is Organizational Psychology and my research is about how employees respond to increasing pressure of time and workload in their working lives. I am interested in conducting some interviews with employees, whose occupation involves high work speed, working under tight deadlines and shortage of time to complete a task.

The interviews will be short (40-45 minutes) but will play a vital role in the next stage of my study where I am planning to conduct a quantitative research to further examine my topic. Your contribution to the current study will be much appreciated and highly useful in promoting positive organizational psychology in the workplace. My supervisors are Dr. Emma Roberts -Leeds Trinity University and Dr. Des Leach -University of Leeds (contact details provided below).

All individual responses will be treated with strict confidentiality, however if you wish to withdraw from the study, you may do so at any time before data will be processed and analysed. You are under no obligation to answer every question and you can withdraw at any point without needing to justify your decision.

The research meets the strict ethical guidelines required by the Leeds Trinity University and the British Psychological Society. All participation is voluntary and there is no obligation to take part. All data relating to your participation in this study will be held and processed in the strictest confidence, in accordance with the Data Protection Act (1998). No identifying details will be recorded on your interview responses and the data will remain anonymous through all research stages. All data will be held securely in password protected computer files. No one outside of the research team will have access to your individual data.

If you have any queries at any point feel free to contact the research team for further information and clarifications. You can find our contact details at the bottom of the page. Please note that if the questions have raised concerns for you please seek support from your HR department or/and your GP as appropriate.

Thank you for your accepting our invitation to take part in this project since your participation is much valuable and appreciated from the whole research team.

Consent Statement:

I agree to take part in this research, and am aware that I am free to withdraw at any point. I have had the opportunity to ask questions about the project. I understand that the information I provide will be treated in confidence by the investigator within the limits described and that my identity will be protected in the publication of any findings. I give permission for members of the research team to have access to my anonymised responses. I understand that my name will not be linked with the research materials, and I will not be identified or identifiable in the report or reports that result from the research. I agree for the data collected from me to be used in future research. By signing this form, I consent to my responses being included in the analysis of the current project.

Print name:.. **Signature:**....................................

Date:................

 Job title& Tenure:...

Organization:......................................

You can also give us your email if you would like to receive a Results Report of the current phase of the project and/or you are willing to take part in the second phase of the project by filling an online questionnaire.

Email:…………………………………………………………………

Please tick:

  Results Report ☐   **Online Questionnaire** ☐

PhD Student: **Supervisors Contact Details:**
Georgia Thrasyvoulou: Emma Roberts: E.Roberts@leedstrinity.ac.uk
1408008@leedstrinity.ac.uk   Des Leach: D.J.Leach@lubs.leeds.ac.uk

Appendix H: Work Experiences Survey

Welcome Message:

Welcome to the work experiences survey. I am Georgia Thrasyvoulou, a PhD researcher in Leeds Trinity University (LTU). You are being invited to take part in my survey which examines employees working experiences.

Your participation in my survey would be very useful and helpful in order for me to understand the different aspects of how employees experience their job. I would really value and appreciate it if you could take 15-20 minutes to share your personal working experiences by completing my survey.

Your participation involves answering a set of open and multiple choice questions. Please read each question carefully and choose the response option that most closely reflects your opinion without spending too much time thinking about it. Please follow the instructions given for each section and try to respond to all of the questions unless you are advised otherwise.

Data protection and Ethics:

Your participation is voluntary and you are under no obligation to finish the survey. You can withdraw with no need to justify your choice by contacting me by following the process explained below. Every participant who completes the survey is automatically assigned a unique receipt number. By giving me this number I would be able to remove your data from the database so please save this number. Please note that withdrawal will be possible for a limited period of time (1 month from completing the survey) as data may have already been analyzed after a month.

The research meets the strict ethical guidelines required by the School of Social and Health Sciences (SSHS) Ethics Committee of LTU. All data relating your participation in this survey will be held and processed in the strictest confidence, in accordance with the Data Protection Act (1998). No identifying details will be recorded on your survey responses and the data will remain anonymous through all research stages. All data will be stored and managed securely in password protected computer files. No one outside the research team will have access to your individual data.

Thank you for taking time to participate to my survey. Please do not hesitate to contact me if you have any queries at any point. In case of complaint or further explanations you could also contact any member of the research team or the Chair of SSHS Ethics Committee, whose contact details are provided below.

o   Researcher Contact details: Georgia Thrasyvoulou: g.thrasyvoulou@leedstrinity.ac.uk
o   Supervisors: Emma Roberts: E.Roberts@leedstrinity.ac.uk Des Leach:
    D.J.Leach@lubs.leeds.ac.uk
o   Chair of SSHS Ethics Committee: Alison Torn: Tel: 0113 283 7110/ E-mail:
    a.torn@leedstrinity.ac.uk

Consent Statement:

I agree to take part in this survey, and am aware that I am free to withdraw and the time frames for withdrawing. I have had the opportunity to ask questions about the survey. I understand that the information I provide will be treated in confidence by the researchers within the limits described and that my identity will be protected in the publication of any findings. I give permission for members of the research team to have access to my anonymised responses. I understand that my name will not be linked with the research materials, and I will not be identified or identifiable in the report or reports that result from the research. I agree for the data collected from me to be used in future research.

By proceeding to the online survey, I consent to my responses being included in the analysis of the current study.

P1. Work Intensification							
At this part you are called to respond to the following questions upon your workplace demands. Please select the response that most closely matches your experience.							
Thinking about your working life over the last 3 months:							
Items	never	about 10% of the time	about 30% of the time	about 50% of the time	about 70% of the time	about 90% of the time	all the time
Do you have limited time for your work tasks?							
Do you find it harder to take time for breaks?							
How often does your main job involve working at very high speed?							
How often does your main job involve working to tight deadlines?							

Do you have limited time to finish your job?							

P2. Cognitive Appraisal of Work intensification

At this part you are asked to think again about the answers you gave at the previous part and indicate whether you consider each of the situations happening in your workplace as challenging (=motivating situation that triggers positive emotions) or hindering (=de-motivating situation that triggers negative emotions). Please select the response that most closely reflects your view.

Considering the extend in which each situation happened in your working life over the last 3 months, how would you appraise each of the following:

Items	very hindering	hindering	slightly hindering	neither hindering nor challenging	slightly challenging	challenging	very challenging
Having limited time for work tasks							
Finding it harder to take time for breaks							
Working at very high speed							
Working to tight deadlines							
Having limited time to finish your job							

P3. Resources availability

This part attempts to measure the change in the availability of valuable resources in your workplace. Please appraise each item on the list by selecting the response that reflects your experience.

NOTES:

Resources can include objects, conditions, personal characteristics, or energies.

LOSS of resources occurs when the resource has decreased in availability to you (e.g. loss of personal health). GAIN of resources occurs when the availability of a particular resource has increased for you (e.g. gain of personal health).

Thinking about your working life, for each statement, please indicate the extent that you have experienced LOSS or GAIN during the past 3 months?

Items	loss to a great degree	loss to a moderate degree	loss to a small degree	neither loss nor gain	gain to a small degree	gain to moderate degree	gain to a great degree

Adequate income							
Personal health							
Time for adequate sleep							
Acknowledgement of my accomplishments at work (from managers/ co-workers)							
Free time/hobbies							
Professional development/ fulfillment							
Time with loved ones (friends/ family)							
Feeling that you have control over your working life							
Feeling that your working life has meaning/purpose							
Necessary tools for work (e.g. Operational equipment)							
Support from co-workers							
Job training/ mentoring							
Feeling proud of yourself/ personal fulfillment							
P4. Job Crafting							

This part is interested in changes you are making in your job for example: work tasks to increase your enjoyment, creating opportunities to connect with more people at work, or simply trying to view your job in a new way to make it more purposeful.

Over the last 3 months, to what extent YOU engage in the following behaviours. Please select the response that most closely matches your experience.

NOTE: Very often means as often as possible in your workplace.

Items	not at all	hardly ever	seldom	occasionally	sometimes	frequently	very often
Introduce new approaches to improve your work							
Change the scope or types of tasks that you complete at work							
Introduce new work tasks that you think better suit your skills or interests							
Choose to take on additional tasks at work							
Give preference to work tasks that suit your skills or interests							
Think about how your job gives your life purpose							
Remind yourself about the significance your work has for the success of the organisation							
Remind yourself of the importance of your work for the broader community							
Think about the ways in which your work positively impacts your life							
Reflect on the role your job has for your overall well-being							

Make an effort to get to know people well at work							
Organise or attend work related social functions							
Organise special events in the workplace (e.g., celebrating a co-worker's birthday)							
Choose to mentor new employees (officially or unofficially)							
Make friends with people at work who have similar skills or interests							

P5. Workplace outcomes
This part includes questions about your workplace outcomes such the days you were absent (=Absenteeism) and the days you attended work while you were ill (=Presenteeism).

Q5.Absenteism	
Over the last 3 months, how many days were you absent from work excluding vacation time, holiday time and excused time? **Note: excused time covers health issues (own/others) and emergency reasons**	GIVE NUMBER

Q6. Presenteeism.	
Over the last 3 months, how many days did you go to work even though you were sick or not feeling well?	GIVE NUMBER

P6. Job Satisfaction
This part is interested in the degree to which you are satisfied and happy with your job. Please select the response that most closely matches your experience.
Thinking about you work over the last 3 months, how much do you agree with each statement?

Items	strongly disagree	disagree slightly	disagree	neither disagree nor agree	agree	agree slightly	strongly agree
Generally speaking, I am very satisfied with this job.							
I am generally satisfied with the kind of work I do in this job.							
I frequently think of quitting this job							

Most people on this job are very satisfied with the job.							
People on this job often think of quitting							

P7. Flexible working practices-dichotomous				
This part is interested in the availability of flexible working practices in your workplace and whether you are using them. Please follow the instructions and evaluate each item on the list accordingly selecting the response reflecting your own experience.				
	Are any of the following flexible working practices available in your workplace?		**Have you made use of any of the following practices?**	
Practices	Yes	No	Yes	No
Working from home-Remote working				
Flexible working hours-Flexi time				
Term-time working				
Part time working				

P8. About you	
1. **Please indicate your gender**	1=male, 2= female, 3=prefer not to say
2. **What is your nationality?**	OPEN
3. **What is your age (in years)?**	OPEN
4. **What is your profession?**	OPEN
5. **What is your management level?**	0=Non management 1= Low-level manager, 2= Middle-level manager, 3=Top manager
6. **Could you please name the organization you are working for? (OPTIONAL)**	OPEN
7. **Please indicate whether the company you are working for is a:**	1= small business (less than 50 employees), 2=medium business (less than 250 employees), 3=large business (more than 250 employees), 4=other (please specify)
8. **What is your working sector?**	1= private, 2=public, 3=other (please specify)
9. **In which country to do you work?**	OPEN
10. **How long have you been working in your current job?**	OPEN
11. **What is your current employment status?**	1=full-time,2=part-time,3= self-employed, 4=other (please specify)

12. Please indicate the number of hours you are expected to work per working day	OPEN
13. Please indicate the number of days you are expected to work per working week	OPEN
14. What is your gross annual salary in pounds? Note: Remember that your responses are confidential and anonymous and will only be used for the study's purposes.	OPEN
15. Have you received any bonus on your current job?	1=yes (please specify amount per year), 2=no, 3=not available
16. What is the highest level of education you have completed?	1=No schooling completed, 2=Secondary school, 3=Bachelors degree, 5=Masters degree, 6=Doctorate (e.g., PhD), 8=Other
17. What is your marital status?	1= Single, never married, 2= married or domestic partnership, 3= widowed, 4=divorced, 5=separated
18. How many dependents (children or adults) you have the responsibility for? (Give more than one answer if necessary)	1= 1 child, 2= 2 children, 3=3 children 4=more than 3 children, 5=other than children (please specify), 6=none

De-brief information:

I would like to contact you again with a follow-up questionnaire within a few months to see whether and how things have changed for you. It is very important if you could complete the survey in both times to help me identify if your work experiences have changed over time. For this purpose, please provide me with an e-mail address where I could contact you. Thank you for accepting my invitation to take part in this survey. Your participation is much valued and appreciated by the whole research team. For further details, any support or complaints do not hesitate to contact any of the contacts given below.

Please note that if the survey questions have raised concerns for you please seek support from your HR department or/and your GP as appropriate.
- Researcher Contact details: Georgia Thrasyvoulou: g.thrasyvoulou@leedstrinity.ac.uk
- Supervisors: Emma Roberts: E.Roberts@leedstrinity.ac.uk Des Leach: D.J.Leach@lubs.leeds.ac.uk
- Chair of SSHS Ethics Committee: Alison Torn: Tel: 0113 283 7110/ E-mail: a.torn@leedstrinity.ac.uk

Please provide us with your e-mail address to contact you for the follow-up questionnaire:	

Appendix I: Survey Codebook

Variable Name	SPSS Variable Name	Original Source	Item No.	Reversed item?	Item
Work Intensification	**WINT**				Thinking about your working life over the last 3 months:
		WI; IDS; Kubicek et al., 2014 (adapted)	1		Do you have limited time for your work tasks
			2		Do you have limited time for breaks
		ESWC; Green & McIntosh, 2001 (Adapted)	3		How often does your main job involve working at very high speed?
			4		How often does your main job involve working to tight deadlines?
			5		Do you have limited time to finish your job?
Perception of Work intensification	**WIPER**	Based on the idea of Paskvan et al., 2015)			Considering the extent in which each situation happened in your working life over the last 3 months, how would you appraise each of the following: Notes: Challenging is a motivating situation that triggers positive emotions. Hindering is a de-motivating situation that triggers negative emotions.
			1		Having limited time for work tasks
			2		Having limited time for breaks
			3		Working at very high speed
			4		Working to tight deadlines
			5		Having limited time to finish your job
Resources	**RES**	COR-E (shorter version; Hobfoll, Tracy and Galea, 2006)			Thinking about your working life, to what extent have you experienced **loss or gain** during the past 3 months?
			1		adequate income
			2		personal health
			3		time for adequate sleep
			4		Acknowledgement of my accomplishments at work (from managers/ co-workers)
			5		free time/hobbies
			6		professional development/ fulfilment

Variable Name	SPSS Variable Name	Original Source	Item No.	Reversed item?	Item
			7		time with loved ones (friends/ family)
			8		feeling that you have control over your working life
			9		feeling that your working life has meaning/purpose
			10		Necessary tools for work (e.g. operational equipment)
			11		Connection and Support from co-workers
			12		Job training/ mentoring
			13		Positive self-image/ personal fulfilment
Job Crafting	**JCR**	JCQ; Slemp & Vella-Brodrick, 2013 (adapted response scale)			Over the last 3 months, to what extent did YOU engage in the following. Please select the response that most closely matches your experience.
Task	**TCRAF**		1		Introduce new approaches to improve your work
			2		Change the scope or types of tasks that you complete at work
			3		Introduce new work tasks that you think better suit your skills or interests
			4		Choose to take on additional tasks at work
			5		Give preference to work tasks that suit your skills or interests
Cognitive	**CCRAF**		6		Think about how your job gives your life purpose
			7		Remind yourself about the significance your work has for the success of the organisation
			8		Remind yourself of the importance of your work for the broader community
			9		Think about the ways in which your work positively impacts your life
			10		Reflect on the role your job has for your overall well-being
Relational	**RCRAF**		11		Make an effort to get to know people well at work
			12		Organise or attend work related social functions

Variable Name	SPSS Variable Name	Original Source	Item No.	Reversed item?	Item
			13		Organise special events in the workplace (e.g., celebrating a co-worker's birthday)
			14		Choose to mentor new employees (officially or unofficially)
			15		Make friends with people at work who have similar skills or interests
Workplace outcomes (DVs)					
Absenteeism Avoidable Absenteeism	ABS	Dalton & Mesch, 1991 (adapted)	1		Over the last 3 months, how many days were you absent from work **excluding vacation time, holiday time and excused time?** Note: excused time covers health issues (own/others) and emergency reasons
Presenteeism	PRS	Johns, 2011 (adapted -3 months instead of 6)	1		Over the last 3 months, how many days did you **go to** work even though you were sick **or not feeling well?**
Presenteeism Pressures	PRSPRES	Robertson et al. 2012 (adapted response scale to 7-point insted of 6)			Thinking about you work over the last 3 months, how much do you agree with each statement?
	PRSS		2		SELF: I put myself under pressure to attend work, regardless of my illness
	PRSM		3		MANAGER: I felt pressurised by my manager to attend work, regardless my illness
	PRSC		4		COLLEAGUES: I felt pressurised by my colleagues to attend work, regardless of my illness
Job Satisfaction	JSAT	JDS; Sat SubscaleHackman & Oldham (1975)			Thinking about you work over the last 3 months, how much do you agree with each statement?
			1		Generally speaking, I am very satisfied with my job.
			2		I am generally satisfied with the kind of work I do in my job.
			3		I rarely think of quitting my job
			4		Most people in my job are very satisfied with the job.
			5		People in my job rarely think of quitting

Variable Name	SPSS Variable Name	Original Source	Item No.	Reversed item?	Item
Flexible working practices	**FLEX**	Russell, O'Connell & McGinnity, 2009	1		Are any of the following flexible working practices available in your workplace? 1= Working from home-Remote working 2= Flexible working hours-Flexi time 3= Term-time working 4= Part time working
			2		Have you made use of any of the following practices? 1= Working from home-Remote working 2= Flexible working hours-Flexi time 3= Term-time working 4= Part time working
About you					
Gender	**SEX**		1		Please indicate your gender
Nationality	**NAT**		1		What is your nationality?
Age	**AGE**		1		What is your age (in years)?
Profession	**PROF**		1		What is your profession?
Management level	**MGNTL**		1		What is your management level?
Organization	**ORG**		1		Could you please name the organization you are working for? (OPTIONAL)
Organization size	**ORGS**		1		Please indicate whether the company you are working for is a
Sector	**SEC**		1		What is your working sector?
Place of work	**POW**		1		In which country to do you work?
Tenure- working years	**TEN**		1		How long have you been working in your current job? (Please specify years and or months)
Employment status	**EMPLS**		1		What is your current employment status?
Hours per day	**HPD**		1		Please indicate the number of hours you are expected to work per working day
Days per week	**DPW**		1		Please indicate the number of days you are expected to work per working week
Income	**INC**		1		What is your gross annual salary in pounds? Note: Remember that your responses are confidential and

Variable Name	SPSS Variable Name	Original Source	Ite m No.	Reversed item?	Item
					anonymous and will only be used for the study's purposes.
Bonus	BONUS		1		Have you received any bonus on your current job?
Educational level	EDU		1		What is the highest level of education you have completed?
Marital status-family size	MARS		1		What is your marital status?
Non work responsibilities	NWRES		1		How many dependents (children or adults) you have the responsibility for? (Give more than one answer if necessary)