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## RESEARCH ARTICLE

## THE ROLE OF JOB CRAFTING AS AN EMPLOYEE STRATEGY IN RESPONDING TO ORGANIZATIONAL CHANGE AND JOB SATISFACTION IN HEALTH UNITS IN GREECE: CROSS SECTIONAL STUDY

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**Abstract**

**Background:** In recent decades, in the context of organizational change, Job crafting is the process in which the redesign of work takes place, employees change their labor boundaries and labor relations to find meaning in them.

**Material and Method:** Data were collected from 112 health care workers from the public and private sector regardless of specialty with a random sampling method. The data was collected by a questionnaire that included three parts: demographics, scale of organizational commitment, job satisfaction. The data was analyzed with SPSS version 24.0 using descriptive statistics, Pearson correlation, variance analysis and t-test.

**Purpose:** To investigate job crafting as a strategy of employees in Health Units in Greece regarding organizational change and the factors that affect job satisfaction.

**Results:** A statistically significant positive correlation was identified between the RCT scale and the MSQ satisfaction scale ( $r=0.299$ ,  $p=0.002 < \alpha=0.05$ ). The hypothesis of homogeneity of variations is not rejected for the Job crafting and RCT scales by Levene's test ( $p$ -values  $> \alpha=0.05$ ), while it is rejected for the MSQ scale ( $F=3.757$ ,  $p$ -value  $=0.027 < \alpha=0.05$ ). Subsequently, there was no statistically significant relationship between the Job Crafting scales, RCT of the questionnaire and age group ( $p$ -values  $> \alpha=0.05$ ) with application of One Way ANOVA. There was also no statistically significant difference ( $\chi^2(3)=2.068$ ,  $p$ -value  $=0.558 > \alpha=0.05$ ) so there is no differentiation in the degree of agreement of the MSQ scale per educational level. Finally, the hypothesis of equality of population fluctuations is not rejected (Vene test,  $F=2,507$ ,  $p=0,116$ ) and a statistically significant relationship between the Job Crafting scale in relation to the employment agency ( $t=-2,607$ ,  $p=0,01$ ) emerged.

**Conclusions:** Job crafting has a positive impact on organizational change and job satisfaction is positively linked to the implementation of Job crafting. Planning and managing organizational change is a complex and difficult task for organizational managers. Reactions to organizational change can be multiple, often ambiguous and complex. Employees can respond to change in unexpected ways. They don't just face change, but they may also be actively involved with it and play an active role in influencing its direction. On the one hand, organizations and, on the other hand, managers should turn to work redesign interventions, leave room for employees to change their work routine and provide them with opportunities to "match" their work to their strengths, skills and preferences.

**Keywords:** Job Crafting, job satisfaction, organizational change, organizational culture.

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## INTRODUCTION

In modern times, socio-economic and technological developments are rapid and the working environment is constantly changing. Businesses are required to keep up with these changes at a rapid pace continuously. It is imperative that employees adapt effectively and promptly to the new conditions.

In recent decades, the nature of jobs has been constantly changing due to changes in the working environment caused by global competition, faster innovations and the shift from manufacturing to service and knowledge economies. In today's organisations, we need to be flexible, team-oriented, interdependent and integrated in new and unpredictable working conditions. Recent transformations in working life have led to a change in current work design theory.<sup>1</sup>

Organisational change involves efforts by managers to change the behaviour of employees in order to improve the organisation. One of the most important influencing strategies that organizations use to implement change is effective communication of these changes. Communication is the key to motivating employees and convincing them to embrace change. Indeed, employee cooperation is critical during the change process, as organisational change happens through their actual behaviours. Managers expect employees to adapt to change, but also to introduce change themselves. Since the role of managers in organizational change is so important, it is important for employees to also be able to successfully adapt to change.<sup>2</sup>

### **Research Questions**

The questions to which the research attempts to provide answers are the following:

- I. Does job crafting have a positive impact (+) on organizational change?
- II. What is the impact of job crafting on organizational change?
- III. Is job satisfaction positively related to the implementation of job crafting?
- IV. Do employees' personal characteristics and demographics (gender, age and length of service) influence resistance to change?

## DEFINITION'S

### ***The concept of Job Crafting***

Job crafting is a bottom-up approach to job redesign, where employees change their jobs to find meaning in them. The authors suggest that employees change their work boundaries, work relationships and the way they think about their work in order to get the most out of their jobs.<sup>3</sup>

In a similar way, job creation refers to the changes that employees make to develop a balance between their workload, skills and needs and to create or restore the individual's fit at work. Job demands are listed as aspects of work that require effort and therefore have psychophysiological costs, while job resources are aspects of work that make it more sufficient to meet job demands, achieve goals and promote growth.<sup>4</sup>

Job crafting is about adaptive work change, it refers to the ability to change the functions of work in a constructive and enjoyable way. Researchers have found that job crafting usually leads to improved employee performance. Workers can increase their performance by changing the boundaries of their work (task crafting) and by changing the nature of their relationships with other workers, which is the key dimension of relational creativity.<sup>4</sup>

### ***Job satisfaction (Job satisfaction)***

For most people, the goal in life is happiness. As an employee, his happiness is largely influenced by his professional life since he spends most of his day in the workplace. A happy person is more likely to achieve in his life positive professional experiences and the goals he sets. Thus, achieving better work results.<sup>5</sup>

Several reviews on job satisfaction in different industries have been presented by authors over the years.<sup>6,7</sup> One definition presents job satisfaction as an individual's subjective assessment of various aspects of his or her job.<sup>8</sup> Furthermore, job satisfaction was defined as an employee's feeling towards the job he/she has undertaken and the organisation.<sup>9</sup> This definition incorporates a view that job satisfaction is a result of the individual's evaluation and perceptions of their job, which leads to a perception of their level of job satisfaction. Job satisfaction is

also seen as a correlation of psychological, physiological and environmental conditions that lead to the perception of job satisfaction or not. This description suggests that there are several factors that can influence job satisfaction.

Job satisfaction is related to proactivity, because proactive people create an atmosphere that is more conducive to success and happiness by seeking opportunities and creating the conditions for success in their jobs.<sup>9</sup>

### **Resistance to Change (RTC)**

Although change is essential for survival in today's competitive and ever-changing environment, a failure rate of 70 percent is reported for change management programmes. Although standard textbooks and academic models of change may offer a wide range of conflicting and confusing theories and approaches, it is certain that there is no valid, universally applicable framework for managing organizational change and this is revealed by the low success rate of programs.<sup>10</sup>

Early approaches to organizational change management suggest that the success of an effective organization should depend on the lack of constant change.<sup>11</sup> Having a routine helps to increase people's efficiency and performance. However, it is now argued that it is vital for organisations that people can undergo constant change.<sup>11,12</sup>

During change, employees often fear the undesirable consequences. Change creates a new situation within the organization; uncertainty is often present during this transition, so employees perceive threats to a situation they knew, controlled, and had a sense of satisfaction with. Employees' acceptance of change is related to different levels of education, backgrounds, experiences, personalities.<sup>13</sup>

## **METHODS**

### **Study design**

For the implementation of this research, quantitative research was preferred. This study used simple random sampling through online platform to ensure generalizability. Pilot questionnaires were distributed prior to finalization to help in reformulating the research objectives, reviewing the research questions and reflection to ensure validity and reliability.

The survey (e-survey) was conducted with web-based tools created through a web application and posted on health-related websites. The advantages of this type of survey over the conventional survey include, among others, saving resources, elimination of errors during data entry, fast collection and storage, absence of bias by the author, easy access to people from different cities.

### **Study Population**

Participants were selected by simple random sampling. Sample collection was conducted from 2/11/2022 to 12/12/2022 online. Completion of the questionnaire took on average approximately 5-8 minutes for each participant. The following were considered as selection criteria for the participants: a) addressed to any employee in health facilities regardless of specialty, b) without age limit, c) willing to participate.

### **Sample size**

112 questionnaires were answered by employees in health care facilities from the public and private sector of all specialties.

### **Instruments**

To investigate the resistance to change of the staff, the Greek version of the "Resistance to Change Scale" (hereinafter RTC) was used, after request and approval<sup>14</sup>, having secured the license of the questionnaire from its creator. This scale includes 17 statements on a six-point Likert scale, in which participants are asked to fill in their degree of agreement or disagreement. The subscales into which the 17 statements are divided relate to "routine seeking", "emotional reaction" to change, "short-term focus" of a change and "cognitive rigidity" of the individual towards change.

Job Crafting was measured with the general job creation scale, the Greek version upon request and approval.<sup>15</sup> This scale measures the dimensions of resource search, challenge search and reduction of obstructive demands.

The third part of the research instrument attempts to capture the level of professional satisfaction of the respondents using the Minnesota Satisfaction Questionnaire-MSQ (short form) greek short version.<sup>16</sup> This questionnaire includes 20 items in

which respondents are asked to indicate through a 5-point Likert scale the degree to which they are satisfied with their job in the 20 items under study, with the questionnaire yielding 2 subscales and an aggregate scale of job satisfaction. The instruments have been used from time to time in studies of the Greek population.

### **Ethical Consideration**

Instead of the traditional written informed consent document, electronic informed consent (eConsent) was used to assess understanding of the information presented. The first step upon entering the platform was to inform the participants as to the exact nature, purpose and procedures of the research. It was made clear that participation was voluntary, that all research subjects were free to choose to participate without any pressure or coercion. All participants can withdraw from the study at any time without feeling the obligation to continue. Participants do not need to provide a reason for withdrawing from the study. Furthermore, it was made clear to participants that there are no negative consequences or repercussions for refusing to participate. Respectful of their decisions with no attempt to change their minds as they take time to help in the research process. Priority was given to anonymity. This means no knowledge of who the participants are and an inability to link individual participants to their data.

### **Statistical analysis**

The Statistical Package for Social Sciences (SPSS) version 20.0 was used for statistical analysis and data processing. Descriptive statistics method was carried out to present the numerical data, and method of inferential statistics. The descriptive methods involve the calculation of the means (M.O.) of the variables and standard deviations.

In the induction method, the parametric t-test and the non-parametric Kruskal-Wallis test were used to identify correlations. Also, intercorrelations between variables (cross tabulation analysis) were performed using Pearson's correlation coefficient  $r$ . The two-sided level of statistical significance was set equal to 0.05. While Cronbach's internal consistency coefficient alpha was performed on each questionnaire.

## **RESULTS**

Our sample consists of 112 participants, 19 (17%) men and 93 (83%) women. Regarding the age of the study participants, 28 (25 %) participants are aged 18-30 years, 74 (66.1 %) aged 31-51 years and 10 (8.9 %) aged 52-67 years. Regarding the educational level of the participants, 65 (58 %) participants are graduates of HEI/TEI, 36 (32.1 %) participants hold a Master's degree, 1 (0.9 %) participant holds a PhD degree and 10 (8.9 %) participants have some other degree. For years of experience, 40 (35.7%) people have 0-5 years of experience, 17 (15.2%) people have 6-10 years, 17 (15.2%) people have 11-15 years, 12 (10.7%) people have 16-20 years and 26 (23.2%) people have more than 20 years. 58 (51.8 %) are temporary employees and 54 (48.2 %) are permanent employees. Regarding the employment institution, 94 (83.9 %) persons are employed by a public institution while 18 (16.1 %) persons are employed by a private institution (Table 1).

The three questionnaire scales, Job crafting, MSQ and RCT, were first constructed from the average of each participant's responses. Since the data of the three questionnaire scales were obtained from the Normal distribution according to the Shapiro Wilk's test, Pearson's parametric correlation coefficient was used to study the correlation between them. A statistically significant positive correlation was identified between the RCT scale and the MSQ satisfaction scale ( $r=0.299$ ,  $p=0.002 < \alpha=0.05$ ). This means that the greater the degree of disagreement we have on the RCT "resistance to change" scale, the greater the degree of satisfaction we have on the MSQ satisfaction scale. Furthermore, a statistically significant negative correlation was found between the MSQ satisfaction scale and the Job crafting scale ( $r=-0.24$ ,  $p=0.013 < \alpha=0.05$ ), as well as between the Job crafting scale and the RCT scale ( $r=-0.226$ ,  $p=0.018 < \alpha=0.05$ ). This implies that the higher the degree of satisfaction for the MSQ scale and disagreement for resistance to change, the higher the degree of agreement for the Job crafting scale (Table 2). Therefore, job crafting has a positive impact (+) on organizational change and job satisfaction is positively related to the implementation of job crafting.

Then using the parametric t-test, it was studied whether there is any statistically significant difference in the three scales of the questionnaire in relation to the gender of the participants. The hypothesis of equality of population variation was not rejected for all three scales (Levene's test,  $p$ -values  $> \alpha = 0.05$ , Table 8) and no statistically significant relationship was found between the three questionnaire scales in relation to gender (t test for independent samples,  $p$ -values  $> \alpha = 0.05$ , Table 3).

One Way ANOVA was then used to test whether there was a statistically significant relationship between the questionnaire scales and the age groups of the participants. The hypothesis of homogeneity of variances was not rejected for the Job crafting and RCT scales by Levene's test ( $p$ -values  $> \alpha = 0.05$ , Table 4), while it was rejected for the MSQ scale ( $F = 3.757$ ,  $p$ -value  $= 0.027 < \alpha = 0.05$ ). Then no statistically significant relationship was found between Job Crafting, RCT scales of the questionnaire and age group ( $p$ -values  $> \alpha = 0.05$ , Table 5) by applying One Way ANOVA. Welch's test is used for the MSQ scale because the assumption of homogeneity of variance is not valid. There was no statistically significant relationship between MSQ scale and age group ( $F = 0.131$ ,  $p = 0.878 > \alpha = 0.05$ ) (Table 6).

It was then examined whether there is a statistically significant relationship between the scales of the questionnaire and the educational level of the participants. The hypothesis of homogeneity of variances is not rejected for both the Job crafting and RCT scales of the questionnaire by Levene's test ( $p$ -values  $> \alpha = 0.05$ , Table 7). For the MSQ scale the hypothesis of equality of population variances is rejected ( $F = 4.706$ ,  $p$ -value  $= 0.011 < \alpha = 0.05$ ). Then no statistically significant relationship was found between Job crafting and RCT scales by educational level ( $p$ -values  $> \alpha = 0.05$ , Table 8). As for the MSQ scale Welch's test was impossible to calculate, the non-parametric statistical test Kruskal - Wallis was used to test whether there is a difference in the degree of satisfaction of the MSQ scale by educational level of the participants. There was no statistically significant difference ( $\chi^2(3) = 2.068$ ,  $p$ -value  $= 0.558 > \alpha = 0.05$ ) so there is no difference in the degree of agreement of the MSQ scale by educational level (Table 9).

Then using the t-test it was studied whether there is any statistically significant difference in the Job crafting scale with respect

to the job provider. The hypothesis of equality of population variances was not rejected (Levene's test,  $F = 2.507$ ,  $p = 0.116$ ) and a statistically significant relationship was found between the Job Crafting scale in relation to job employment provider ( $t = -2.607$ ,  $p = 0.01$ , Table 10). Private sector employees do more job crafting ( $M = 3.1515$ ) than those in the public sector ( $M = 2.9072$ ).

## DISCUSSION

Our findings extend theory and research on job creation as a positive correlate<sup>3,17</sup> and proactive<sup>18,19</sup> workplace behavior, and therefore contribute to our understanding of proactive change as a response to organizational change.<sup>20</sup> As such, this framework offers a better understanding of employees' perceptions, experiences, and behavior during the process of organizational change. We further link job crafting to subsequent organizational and individual outcomes.

Initially, individuals affected by organizational change are often characterized as "change recipients".<sup>20,21</sup> However, our findings, while consistent with those of Oreg et al.<sup>20</sup>, confirm the idea that responses to organizational change can be multiple, often ambiguous and complex. Indeed, employees may respond to change in unexpected ways. They do not simply confront change, but may also actively engage with it and play an active role in influencing its direction.

Second, no longitudinal interaction or main effects were found among workers who did not experience changes in their job content. Previous studies have shown that adapting to change and job crafting during organizational change can take time,<sup>22</sup> while a work situation without these changes may not stimulate the strong need for job crafting, at least in the long run, and its consequences. Thus, this study adds to the existing knowledge on the impact of job crafting, as studies on the effects of job crafting combined with job commitment and other variables in general are still rare.<sup>23</sup> On the other hand, this raises the concern that flexible working practices such as job crafting only lead to relevant outcomes, which are not only individual, but also related to the tasks performed through the organization.<sup>3,24</sup> Thus, partly as expected, the relationships between job crafting and organizational change were stronger among employees who experienced changes in their job content than among employees



who did not experience these changes. Overall, our study suggests that job crafting is positively associated with organizational change.

Nevertheless, a statistically significant negative correlation was found between the Job crafting scale and the RCT scale. That is, job crafting has a positive impact on organizational change. Similarly, to the intervention study by Demerouti et al.<sup>4</sup> in an organizational change context, it cannot confirm the significance of the association and argue that the intervention may then cause the participant to seek more resources at work. The results of the job crafting interventions are confirmed by the meta-analysis, as demonstrated by Oprea et al.,<sup>25</sup> through evidence that the interventions are associated with an increased rate of challenge seeking behaviour, as well as a lower rate of demanding behaviour. From a theoretical perspective, our findings suggest that there is a portion of employees who are ambivalent or resistant to change.

To be clearer, in this study, we showed that the ability to create meaning and connect everyday events to a framework of personal values is positively related to willingness to change. Along the same lines, previous studies have shown that understanding change is important for successful organizational change.<sup>26,27,28</sup> In terms of job creation effects on employees' adaptation to change, the findings revealed positive associations of resource seeking with job commitment and positive associations of challenge seeking with adaptability. Reducing demands, although theoretically useful for coping with high workloads, does not appear to benefit employees in this study.<sup>29</sup> While avoidance of demands acts as an emotion-focused coping mechanism that is largely considered unsuccessful by organizational change research, an approach of active coping rather than avoidance of challenge helps in adapting to change.<sup>30</sup> These findings respond to recent calls for more research, especially on the negative effects of job crafting.<sup>19</sup> In particular, they show that although job creation is mostly a beneficial strategy, when it takes the form of counterproductive behaviour, it can have harmful effects on employees or organisations.

Moving forward, we find that one of the questions we asked and answered is that job crafting has a positive impact on job satisfaction. It has been shown that working conditions are closely

related to burnout, job commitment and job satisfaction.<sup>31</sup> In addition, those who are satisfied with their lives could be motivated for self-development and professional development. In this case, employee happiness would enhance self-esteem and passion for their job roles and quality job performance. In this case, both employee happiness and quality job performance would be influenced by extrinsic motivation from job crafting. Job crafting acts positively on motivation and employee satisfaction dynamics, highlighting the positive effect of skills and competencies. Consistent with the choice to examine job crafting with job satisfaction, a study by Petrou et al.,<sup>32</sup> found that job satisfaction is related to resources as well as to the demanding elements of job crafting. Job creation is related to job satisfaction mediated by perceived organizational support.<sup>33</sup> However, with the study conducted by Mohammadi et al.<sup>34</sup> which stated that when a proactive personality stands alone without following job inspirational factors such as the opportunity to grow, lack of career path and recognition of their performance, they will not create job satisfaction. Similar to these findings, job crafting with a focus on a positive relationship with job satisfaction was negative (though not significant) concludes Rachmawati's research.<sup>9</sup> Thus, by combining these findings of previous studies and comparing them with the results of our study, it can be concluded that not all forms of job creation can necessarily lead to job satisfaction.

At the same time, the level of education seems to have a significant impact on the dimension of employees' resistance to change. This is supported by Pakdel<sup>35</sup> where, among others, he states that employees with a bachelor's and master's degree show less resistance than employees with a lower education (this result is in line with previous studies<sup>36</sup> where education (degree level) negatively affected emotional commitment to change. This confirms the view that employees with lower levels of education are less committed to the change process compared to those with higher levels of education.

In contrast to our own research, studies show that organisations are increasingly unable to meet the needs of older workers. This hinders their ability to meet the challenges and preferences in this category of employees. Most employers are not considering new ways of organising work. Instead, they want to maintain the

status quo of employment.<sup>37,38</sup>

At the same time, the results of the Wahyunida<sup>39</sup> study show that the effect of age on Resistance to Change has a negative and insignificant effect. This possibly leads to the conclusion that age is not a negative factor of organizational change. It is worth noting, that in Kunze's study<sup>40</sup> we observed a negative relationship between age implying that - overall - younger employees in our sample were more resistant to change than their older colleagues, rejecting the common stereotype. However, the negative correlation between age and resistance to change observed is relatively small. In other words, we hypothesize that even if organizations have a comparatively older workforce, they may not experience significant performance losses, especially if these employees have few years of service.

### CONCLUSION

Planning and managing organisational change is a complex and difficult task for managers of organisations. Managers try to change the behavior of employees in order to improve the effectiveness of the organization. Successful organizational changes, are related to the way employees participate in these changes. This study examines the role of job crafting as an employee strategy in health care units in Greece regarding organizational change and the factors that influence job satisfaction. In job creation to adapt employees to change, findings revealed positive associations of resource seeking with job commitment and positive associations of challenge seeking with adaptability. Our findings suggest that there is a portion of workers who are ambivalent or resistant to change. Employers can better manage change if they are aware of the reactions to change. On the one hand, organizations on the one hand, and supervisors on the other, should turn to work redesign interventions, allow space for employees to change their work routines and provide opportunities for them to 'match' their work to their strengths, skills and preferences. In this way, employees develop a balance between their workload, skills and needs. In this way they can think differently about their work and even change the way they see their job, feel happy and therefore more willing to adapt and be more open to change. In this study, we showed that the ability to create meaning and connect everyday events to a framework of personal values is positively related to willingness to

change.

For most people, the goal in life is happiness. As an employee, his happiness is largely influenced by his professional life. A happy person is more likely to achieve in life positive professional experiences and the goals he or she sets. Those who are satisfied with their lives could be motivated for self-development and professional development. In this case, employee happiness would enhance self-esteem and passion for their job roles and quality job performance. In this case, both employee happiness and quality job performance would be influenced by extrinsic motivation from job crafting. In this study, job crafting was found to have a positive impact on job satisfaction.

### LIMITATION OF STUDY

The sample collection period was limited, through the use of web tools that were created (web application) and posted on healthcare websites, resulting in perhaps a small number of questionnaires being collected. By extending the time frame it would have been possible to collect a sample from more sources such as Health Districts. In addition, limited variables affecting organizational change were studied in the survey. In particular, the influence of demographic characteristics was studied, and it would be feasible to include more variables in the study, such as personal motivation, needs and personality traits.

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### CONFLICT OF INTEREST

The authors report no conflict of interest.

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## ANNEX

**TABLE 1.** Demographic characteristics of participants

<b>Sex</b>	<b>n (%)</b>
Man	15.8%
Woman	84.2%
<b>Age</b>	<b>n (%)</b>
18-30	15.1%
31-51	67.8%
52-67	17.1%
<b>Education level</b>	<b>n (%)</b>
HEI/TEI graduates	58%
Masters degree holders	32.1%
Holders of a Ph.D	0.9%
Other title	8.9%
<b>Years of Senior Service</b>	<b>n (%)</b>
0-5 years of experience	35.7%
6-10 years	15.2%
11-15 years	15.2%
16-20 years	10.7%
> 20 years	23.2%
<b>Working condition</b>	<b>n (%)</b>
Fixed-term employees	51.8%
Permanent employees	48.2%
<b>Employment agency</b>	<b>n (%)</b>
People are employed in a public area	83.9%
People are employed by a private entity	<b>16.1%</b>

TABLE 2. Correlations between the questionnaire scales

		Job Crafting	MSQ	RCT
Job Craft- ing	Pearson Correlation	1	-0,24*	-0,22*
	Sig. (2-tailed)		0,01	0,01
	N	108	108	108
MSQ	Pearson Correlation	-0,24*	1	0,29**
	Sig. (2-tailed)	0,01		0,00
	N	108	108	108
RCT	Pearson Correlation	-0,22*	0,29**	1
	Sig. (2-tailed)	0,01	0,00	
	N	108	108	108

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

TABLE 3. T test between questionnaire scales and gender

		Levene's Test for Equality of Variances		t-test for Equality of Means						
				F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
		Lower	Upper							
Job Crafting	Equal variances assumed	0,05	0,82	0,87	106	0,38	0,08	0,09	-0,10	0,26
	Equal variances not assumed			0,86	26,00	0,39	0,08	0,09	-0,11	0,27
MSQ	Equal variances assumed	0,03	0,85	-0,60	106	0,54	-0,08	0,14	-0,37	0,20
	Equal variances not assumed			-0,60	26,37	0,54	-0,08	0,14	-0,38	0,21
RCT	Equal variances assumed	0,00	0,93	0,01	106	0,99	0,00	0,13	-0,26	0,26
	Equal variances not assumed			<b>0,01</b>	<b>25,62</b>	<b>0,99</b>	<b>0,00</b>	<b>0,13</b>	<b>-0,28</b>	<b>0,28</b>

**TABLE 4.** Levene test of scales by age group

	Levene Statistic	df1	df2	Sig.
<b>Job Crafting</b>	0,70	2	105	0,49
<b>MSQ</b>	3,75	2	105	0,02
<b>RCT</b>	<b>0,89</b>	<b>2</b>	<b>105</b>	<b>0,41</b>

**TABLE 5.** ANOVA of scales by age group

		Sum of Squares	df	Mean Square	F	Sig.
<b>Job Crafting</b>	<b>Between Groups</b>	0,11	2	0,05	0,42	0,65
	<b>Within Groups</b>	14,08	105	0,13		
	<b>Total</b>	14,19	107			
<b>RCT</b>	<b>Between Groups</b>	0,52	2	0,26	0,92	0,39
	<b>Within Groups</b>	29,43	105	0,28		
	<b>Total</b>	<b>29,95</b>	<b>107</b>			

**TABLE 6.** Welch test of the MSQ scale by age group

		Statistic <sup>a</sup>	df1	df2	Sig.
<b>MSQ</b>	<b>Welch</b>	0,13	2	24,52	0,87

a. Asymptotically F distributed.

**TABLE 7.** Levene test of scales by educational level

	Levene Statistic	df1	df2	Sig.
<b>Job Crafting</b>	2,90	2	104	0,05
<b>MSQ</b>	4,70	2	104	0,01
<b>RCT</b>	<b>1,07</b>	<b>2</b>	<b>104</b>	<b>0,34</b>

**TABLE 8.** ANOVA of scales by educational level

		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Job Crafting</b>	<b>Between Groups</b>	0,11	3	0,03	0,28	0,83
	<b>Within Groups</b>	14,07	104	0,13		
	<b>Total</b>	14,19	107			
<b>RCT</b>	<b>Between Groups</b>	1,08	3	0,36	1,29	0,28
	<b>Within Groups</b>	28,88	104	0,27		
	<b>Total</b>	<b>29,95</b>	<b>107</b>			

**TABLE 9.** Kruskal test - Wallis by educational level

	<b>MSQ</b>
<b>Chi-Square</b>	2,06
<b>Df</b>	3
<b>Asymp. Sig.</b>	0,55

**a. Kruskal Wallis Test**

**b. Grouping Variable: Επίπεδο εκπαίδευσης**

**TABLE 10.** Descriptive statistics of the Job crafting scale by employment agency

	<b>Employment institution</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Std. Error Mean</b>
<b>Job Crafting</b>	Public	94	2,90	0,37	0,03
	Private	<b>18</b>	<b>3,15</b>	<b>0,27</b>	<b>0,06</b>