

# Work And Wellbeing: An Organizational Case Study

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**Abstract-** Present case study was conducted on CUK Gulbarga: site, formed in 2011, a branch of Unity Infraprojects Ltd. Work engagement survey was done on 11 employees out of 50 (including mesons) employees of project. Schaufeli, Salanova, et al. (2002) defined work engagement as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”. Individual interview was conducted on Senior Project manager on quality work life and Assistant manager on job crafting. Lau et al, (2001) described QWL as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security, and career growth opportunities. Job crafting is Self- initiated change behaviors that employees engage in with the aim to align their jobs with their own preferences, motives, and passions’ (Tims *et al.*, 2012, p. 173). Employees showed more resilient working and willingness to invest effort in work. Overall results showed employees moderately enthusiastic, energetic and committed to their work. And both interviewee’s showed overall satisfaction towards work life.

**Index Terms-** Work engagement, Quality work life (QWL), job crafting

## I. INTRODUCTION

Construction industry is viewed as high risk working environment as compared to others. It is one of the most dangerous industries (Carter G & Smith, S D., 2006). The challenges that construction industries encounter are profitability, research and development, training, price and cost, dissatisfaction or fragmentation. Unity Infraprojects Ltd is considered to be a leading engineering and construction companies in India with its focused areas – civil construction and infrastructures spread across the nation. CUK GULBARGA: SITE, formed in 2011. As construction industry is considered to be a risk work, it is essential to know what kind of work engagement is influence on employees to continue the job. How they are intrinsically motivating when basic needs are met. And also how the managerial staff increases their quality of work and crafts their job to stay tuned with the environment.

### *Work engagement:*

Work engagement reflects the individual's experiences of and feelings resulting from performing the work (e.g., Christian et al., 2011; Schaufeli & Bakker, 2010). Work engagement denotes passion and activation: a work engaged employee is vigorous and willing to invest effort at work (Macey & Schneider, 2008; Schaufeli & Bakker, 2010; see also Warr, 1990). Work

engagement is a more dynamic and energetic work related state of mind. According to Schaufeli, Salanova, et al. (2002), work engagement is defined as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”. Vigor refers to high levels of energy and mental resilience while working, the willingness to take a position effort in one's work, and persistence within the face of difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge in one's work. Absorption refers to being fully concentrated and deeply engrossed in one's work, and it's characterized by the sense of your time passing quickly and difficulty in detaching oneself from work. Work engaged employees are therefore enthusiastic and energetic, involved and committed to their work, and that they are often so intense in their work that it feels as if time is flying. (physical-energetic (vigor), an emotional (dedication), and a cognitive (absorption) component). Work engagement, a positive, fulfilling, work-related state of mind, has recently gained increasing research interest in the field of occupational health psychology (Albrecht, 2010b; Bakker & Leiter, 2010). Everyday connotations of engagement ask involvement, commitment, passion, enthusiasm, absorption, focused effort, zeal, dedication, and energy. In a similar vein, the Merriam-Webster dictionary describes the state of being engaged as “emotional involvement or commitment” and as “being in gear”. Work engagement refers to the connection of the worker together with his or her work. Engaged employees also convince be very active outside their jobs (Demerouti et al., 2001; Bakker, 2009). They are enthusiastic and positive, not only about their work but also about what they do in their leisure time and they communicate their engagement to others. Bakker (2009) formulated four reasons why engaged employees perform better than non-engaged individuals. Engaged employees (1) frequently experience positive emotions such as happiness, pleasure and enthusiasm; (2) tend to have better health; (3) communicate their engagement to others and they also (4) take responsibility and therefore the initiative for creating their own work-related and private resources. It is especially the extent of dedication, as a feature of their work engagement, which can be a highly important predictor of individual and organizational performance (Kodden, 2011). Personal resources include being optimistic and stress-resistant and having positive self- esteem. Work-related resources ask the physical, social or organizational aspects of labor. They are intrinsically motivating when basic needs are met, such as the need for autonomy, the need for appropriate as well as effective feedback and the need for social support.

Kahn's (1990) definition of engagement, employees feel obliged to bring themselves more deeply into their role

performances as repayment for the resources they receive from their organization. Alternatively, when the organization fails to supply these resources, individuals are more likely to withdraw and disengage themselves from their roles, which eventually might end in burnout (Schaufeli, 2006). A meta-analysis, Newman, Joseph and Hulin (2010) showed that engagement is closely related – or maybe even a constituting element – of what they dubbed “the A (attitude)-factor”, a combination of job satisfaction, job involvement, and affective organizational commitment.

#### *Quality work life (QWL):*

Feldman (1993) defined the quality of relationship between employees and the total working environment is QWL. Lau et al, (2001) described QWL as the favourable working environment that supports and promotes satisfaction by providing employees with rewards, job security, and career growth opportunities. In some organizations, top management appoints an executive to form throughout the organization. In most cases, these executives have a little staff and must believe the human resource department for help with employee training, communications, attitude survey feedback, and similar assistance. In other organizations, the department is responsible for initiating and directing the firm’s QWL and productivity efforts. Perhaps the foremost crucial role of the department is winning the support of key managers. Management support – particularly top management support appears to be an almost universal prerequisite for successful QWL programs. By substantiating employee satisfaction and bottom-line benefits, which range from lower absenteeism and turnover to higher productivity and fewer accidents, the department can help convince doubting managers. Sometimes documentation of QWL may result from studies of performance before and after a QWL effort. Without documentation of those results, top management won’t have continued its strong support. The policies and practices of the department also influence motivation and satisfaction indirectly. Safety and health programs, for instance, can give employees and supervisors a greater sense of safety from accidents and industrial health hazards. Likewise, compensation policies may motivate and satisfy employees through incentive plans. The motivation and satisfaction of employees act as feedback on the organization’s QWL. Mehdi Hosseini et al, (2010) concluded that the career achievement, career satisfaction and career balance aren’t only the many variables to realize good Quality of Labor Life, but QWL or the standard of labor system together of the foremost interesting methods creating motivation and may be a thanks to have job enrichment. It is also noted from the research that fair pay, growth opportunities and continuing promotion improves staffs’ performance which successively increases QWL of employees. Nasl Saraji and Dargahi (2006) identified QWL variables as fair pay and autonomy, job security, health and safety standards at work, reward systems, recognition of efforts, training and career advancement opportunities, participation in deciding, interesting and satisfying work, trust in senior management, balance between the time spent at work and with family and friends, level of stress experienced at work, amount of labor to be done, occupational health and safety at work

#### *Job Crafting:*

Cognitive modifications that employees make in the job task or interpersonal frameworks of their work which directs attention to the proactive, bottom-up strategies employed by employees to change the task, relational, and Cognitive frameworks of their jobs. (Berg, Wrzesniewsk & Dutton, 2010, p. 179). Self-initiated change behaviors that employees engage in with the aim to align their jobs with their own preferences, motives, and passions’ (Tims *et al.*, 2012, p. 173). Job crafting is a proactive behavior, which employee may engage to shape their work in order to minimize job demands and maximize job resources. (Grant & Ashford, 2008).

#### *Types:*

*Task crafting:* employees can alter boundaries of their job by engaging in more or small tasks, expanding or diminishing the scope of tasks, or change how they perform the task (e.g., an accountant creating a new method of filing taxes to make her job less repetitive)

*Relational crafting:* by changing or modifying the nature or extent of interactions with other fellow workers employees engage in job crafting (e.g., a computer technician offering help to co-workers as a way to have more social connection and teach new technicians; making friends with people with similar skills or interests)

*Cognitive crafting:* cognitive crafting is how employees perceive tasks or sees’ their job, with the view to making it more personally meaningful (e.g., making an effort to recognize the effect one’s work has on the success of the organization or community; a hospital cleaner seeing his job as helping ill people rather just cleaning)

*Contextual Crafting:* contextual crafting is employees engaging in changing the work place or work environment (Dorenbosh, Grundemann and Sanders, 2011)

Research has come up with four theories of job crafting. Firstly, *Amy wrzesniewski and Jane Dutton*, in their theory, states that it’s the needs, values, preferences of employee which motivates him to craft his work. It’s altered perception of one’s identity at work or the meaning of work, or both. Secondly, *Adam Grant* and his colleagues, explains that how interactions with clients have greater impact on their job and helps them to craft their jobs. Here Adam discusses about four techniques, which helps the employees to craft their jobs: I. employees expand their roles beyond the basic functions of their jobs; II. Employees tailor their services to fit client’s specific preferences; III. Employee reprimand or avoid unpleasant clients; IV. Employees select meaningful context in which to conduct their work. *Justin Berg, Adam Grant, Victoria Johnson*, examined how it has it’s influenced an individual who has chosen the occupation where he has passion for that work. Researches states that there are ways where employees craft their jobs: i. Giving more attention, time, and energy to one’s passion; ii. Taking on additional tasks that are related to his passion; iii. Reframing the social purpose of one’s work to align with one’s passion. *Brianna Barker Caza* has done doctoral dissertation, job crafting as effective technique to cope up with adversity of work.

Because of job diversity, it remains a very difficult task for managers to develop an optimal job design to suit the specific needs of employees (Berg, Dutton & Wrzeniewski, 2007). As result, employees will typically engage in job crafting behaviors

in order to meet their diverse competences and needs (Tims, Bakker & Derk, 2012). Job crafting is not a prescribed behavior but a proactive behavior of employee without permission of the supervisor (Tims & Bakker, 2010), it helps employees to balance between job, their own needs, competences and preferences (Tims et al. 2013). So it requires the behaviors that employees engage into modify their jobs to promote job satisfaction, job engagement, resilience, and work thriving, motivation, development performance (Tims & Bakker, 2010; Wrzeniewski & Dutton, 2001; Berg et al., 2007). A positive outcome of job crafting is work engagement (Tims et al., 2012). Work engagement has been defined as “a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al., 2006, p. 702). Vigor refers to high levels of energy and mental resilience.

The interview is planned to be conducted on sr. project manager of CUK GULBARGA site. The interview will be structured interview. The interview has more number of close ended questions that yields yes or no. And in managing discipline and conflicts open-ended question will be asked. The questions will asked about work quality life: job satisfaction and job security, adequacy of resources/job resource, and managing discipline and dealing with the conflicts and mindfulness.

*Case study II*

The interview is planned to be conducted on junior engineer of CUK GULBARGA site. The interview will be structured interview. The interview has more number of close ended questions, that yields yes or no. some open-ended question will be asked if the answers yield are in yes for close ended questions. The questions will be asked about Job crafting which analyzes task crafting, cognitive crafting and relational crafting.

II. METHOD:

*Survey*

The survey was conducted among 11 employees of the organization of which 8 are married 3 are single, five are working from 5 – 12 years remaining 1 month to 4 years, three have diploma civil and three have done B.E in civil. Others are qualified with S.S.C, I.T.I, M.Tech and other degrees.

*Case study I*

III. RESULTS

**Employee Survey:**

The total of vigor is 287, dedication is 268, absorption is 392 and total work engagement is 803 and the mean is 26, 24, 26.5, and 73 respectively and over all standard deviation is 22.12239. Table I: Scorings of work engagement survey conducted among employees.

| Sl no | Vigor | Dedication | Absorption | Work engagement |
|-------|-------|------------|------------|-----------------|
| 1     | 15    | 20         | 17         | 52              |
| 2     | 21    | 11         | 23         | 55              |
| 3     | 28    | 26         | 31         | 85              |
| 4     | 26    | 21         | 24         | 71              |
| 5     | 26    | 26         | 32         | 84              |
| 6     | 15    | 20         | 17         | 52              |
| 7     | 26    | 29         | 23         | 94              |
| 8     | 34    | 27         | 34         | 95              |
| 9     | 33    | 30         | 31         | 94              |
| 10    | 32    | 28         | 30         | 90              |
| 11    | 31    | 30         | 30         | 31              |
| Sum   | 287   | 268        | 292        | 803             |
| Mean  | 26    | 24         | 26.5       | 73              |

**Table 2: Descriptive statistics of work engagement survey conducted among employees.**

| N                   | Sum | Mean   | Std. Deviation |
|---------------------|-----|--------|----------------|
| Vigor               | 11  | 287.00 | 26.0909        |
| Dedication          | 11  | 268.00 | 24.3636        |
| Absorption          | 11  | 292.00 | 26.5455        |
| Work engagement     | 11  | 803.00 | 73.0000        |
| Valid N (list wise) |     | 11     |                |

#### IV. DISCUSSIONS

Absorption and vigor is more among employees compared to dedication. The total work engagement is moderate/ average. Which means there are having high levels of energy and mental resilience while working, the willingness to take a position effort in one’s work, and persistence within the face of difficulties and fully concentrated and deeply engrossed in one’s work, and characterized by the sense of time passing quickly and difficulty in detaching oneself from work. It also shows employees feel obliged to bring themselves more deeply into their role performances as repayment for the resources they receive from their organization moderately. And they can averagely likely to withdraw and disengage themselves from their roles, when the organization fails to supply these resources, which eventually might end in burnout (Schaufeli, 2006).

##### Case I:

Interview was conducted on senior project manager. Objectives of the interview were discussed.

He feels comfortable and satisfied with his job. But he isn’t quite secured about his job and he thinks job security is good. His job allows him to be as productive as he could be. He feels the fair he earns are same compare to the one who does similar work in other companies. He is not okay with the job rotation method. He feels his work allows him to be best in his area. He says company provides resources to facilitate performances. Information flow and communication between departments is satisfactory. It’s shown that fair pay and autonomy, job health and safety standards at work, reward systems, recognition of efforts, training and career advancement opportunities, participation in decision making, interesting and satisfying work, trust in senior management, balance between the time spent at work and with family and friends, level of stress experienced at work, amount of work to be done, all are satisfactory to the interviewee. But the he isn’t secured about the job.

Whenever he sees the negative impact on construct caused by an employee’s negative behavior, he sees that negative attitude is changed by sharing his experience or giving an employee a chance to re-learn the work. He waits before disciplining the employee that he gets a chance to correct his behavior by himself. To avoid conflict he thinks proper negotiation and facilitating the coordination is good. Conflict management, employee discipline

is essential for proper functioning of an organization, interviewee gives a chance to be disciplined and have an idea to negotiate and coordinate the conflict raised.

He deals with others and environment consciously. He tries to help other and his employees. He is tolerant and patient and he is empathetic with others. The interviewee exhibits mindfulness. Mindfulness helps for shared social practice in an organization, and permeates routines, processes and practices between people and across teams, then the organization as a whole becomes more resilient and performs more sustainably.

As the interview was structured and more of close ended questions were asked it was quick and first come first immediate answers were obtained but was not so detailed and in some questions could not be explored in detail.

##### Case II:

Interview was conducted on Assistant manager. Objectives of the interview were discussed. He feels comfortable and satisfied with his job. But he isn’t quite secured about his job and he thinks job security is good. His job allows him to be as productive as he could be. He feels the fair he earns are same compare to the one who does similar work in other companies. He is not okay with the job rotation method. He feels his work allows him to be best in his area. He says company provides resources to facilitate performances. Information flow and communication between departments is satisfactory. It’s shown that fair pay and autonomy, job health and safety standards at work, reward systems, recognition of efforts, training and career advancement opportunities, participation in decision making, interesting and satisfying work, trust in senior management, balance between the time spent at work and with family and friends, level of stress experienced at work, amount of work to be done, all are satisfactory to the interviewee. But the he isn’t secured about the job.

Whenever he sees the negative impact on construct caused by an employee’s negative behavior, he sees that negative attitude is changed by sharing his experience or giving an employee a chance to re-learn the work. He waits before disciplining the employee that he gets a chance to correct his behavior by himself. To avoid conflict he thinks proper negotiation and facilitating the coordination is good. Conflict management, employee discipline is essential for proper functioning of an organization, interviewee

gives a chance to be disciplined and have an idea to negotiate and coordinate the conflict raised. He deals with others and environment consciously. He tries to help other and his employees. He is tolerant and patient and he is empathetic with others. The interviewee exhibits mindfulness. Mindfulness helps for shared social practice in an organization, and permeates routines, processes and practices between people and across teams, then the organization as a whole becomes more resilient and performs more sustainably. He introduces new approaches to improve his work and change the scope or types to complete his work. He introduces the new tasks to his work e.g., he prepared management excel sheet which shows both daily and monthly progressive work, and he was the first employee to introduce the pattern first, in 2013 the total site in India were 12 and all were asked followed the pattern he introduced by the head office. He doesn't take any additional work and gives more preference to the tasks which suits his skills and interests. He didn't think whether the job gives purpose to his life in 9 years of career but he no feels he may emerge as leader. He maintains the professional and personal life equally, doesn't mix them both. He thinks the job has role in his overall well-being. He makes effort to get know people at work because he thinks it brooders the communication and get know the industry, in the beginning of career when he joined BL kashyap he thought the industry was wide was after years of service he feels now as u communicate well it looks small. He doesn't attend or organize any social functions and doesn't organize any special events. He chooses to mentor new employees officially or unofficially only when they show interest and he feels it's a good opportunity to learn by teaching. He does not make friends with the people who have similar skills but prefers to be a compotator instead. He is good task crafter as in his relational crafting and cognitive crafting vary with his personal objectives e.g., being more of competitive rather being friends with the people who shares similar skills or interests at work.

## V. LIMITATIONS

The present study was a case study of particular construction site, it may not be suitable for universal generalizations. As construction industries are worldwide popular more wide range of research on the area has to be done so the present study is limits to one. With above researched variables more variable also could be exposed to experiment and get clearer results of influence of those variables on engineers working at construction field.

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