Utrecht University

Is Job Crafting a Mediator in the Relationship of Authenticity with Work Outcomes?

Mina Markova (8390576)

Reviewer: Dr. Veerle Brenninkmeijer

Second reviewer: Dr. Wieby Altink-van den Berg

Publicly accessible

August 2021

Abstract

The current cross-sectional study examined whether authenticity is positively related to positive work outcomes through approach job crafting and negatively related to negative work outcomes through avoidance job crafting. Work outcomes that were examined include work engagement, performance and burnout. Data were collected among 204 participants from an HR consultancy firm that works mainly in the life sciences field. Data were analyzed with the PROCESS macro by Hayes (2013). Findings showed that authenticity is positively associated with work engagement and job performance and negatively with burnout. Furthermore, it demonstrated a negative link to decreasing hindering demands and increasing social resources. No other job crafting types showed significant associations with authentic behavior. Mediation analyses demonstrated that decreasing hindering demands acted as a mediator in the relationship between authenticity and work engagement. However, because the direct effect of authenticity was significant, avoidance job crafting was considered to be only a partial mediator. Due to the fact that two of the approach job crafting scales did not relate to authenticity and one did not relate to the outcome variable, they were excluded from mediation analyses, and thus, it can be concluded that they do not have an indirect effect in the link between authenticity and the studied work outcomes. At the end of the paper the interpretation of the above-mentioned results is outlined, together with the limitations of the current study.

Keywords: job crafting, authenticity, work engagement, job performance, burnout

In this day and age, organizations and companies have to constantly adapt to the dynamic nature of the ever-changing work landscape, and thus, managers place a great importance on employee adaptability (van Dam, 2009). Practices like flexible work schedules, self-managing teams and other innovative organizational decisions are increasingly becoming more common (Demerouti & Bakker, 2014). As a result, the design of jobs needs to be regularly modified with the purpose of ensuring employee engagement, performance, and wellbeing. Traditional job (re)design theories are focused on top-down processes in which the nature of the job is changed from the organization (Tims & Bakker, 2010). Nevertheless, these approaches do not seem to be relevant and effective anymore as they do not reflect the drastic changes in the working environment that are happening nowadays (Grant & Parker, 2009; Demerouti & Bakker, 2014). As technological developments have led organizations to embrace new forms of working, more attention is paid to employees' bottom-up proactive work behaviors aimed at changing the nature of their job (Wang, Demerouti & Bakker, 2016). Research has suggested that such approaches to job redesign, with people autonomously adjusting their own jobs, are more effective (Bipp & Demerouti, 2015).

As a result of acknowledging the fact that employees proactively modify their jobs (Rudolph, Katz, Lavigne & Zacher, 2017), Wrzesniewski and Dutton (2001) introduced the concept of a bottom-up proactive behavior towards job (re)design called *job crafting*. Job crafting is a psychological, social and physical act that refers to the modifications that employees make with regards to the task boundaries of their job. With this type of proactive behavior workers independently customize the properties of their job to fit their personal needs, skills and priorities (Berg, Dutton & Wrzesniewski, 2008). Three forms of job crafting were proposed: (behavioral) task crafting, which involves modifying the amount, type and/or scope of activities that one fulfills at work (e.g. seeking new projects); cognitive crafting, referring to the ways in which employees alter their perceptions of their job (e.g. as a collection of separate tasks or as a coherent entity); and lastly, relational crafting, which occurs when workers exert control over their social interactions at work (e.g. initiating contact with an inspiring colleague) (Wrzesniewski & Dutton, 2001). By modifying any one of these job aspects, people change the job design and the social characteristics of their work settings, which could increase their work engagement and sense of meaningfulness (Tims & Bakker, 2010; Tims, Bakker & Derks, 2012). The current study will focus on behavioral and relational job crafting types.

Since the nature of job crafting is founded in job redesign, job crafting is operationalized on the basis of the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007; Bakker & Demerouti, 2017; Demerouti, Bakker, Vardakou & Kantas, 2003). The JD-R is a job design model which assumes that there are two universal sets of working conditions which influence employee wellbeing and productivity – job demands and job resources. Those job characteristics that facilitate the accomplishment of goals, decrease job demands' negative consequences and are related to growth are called *job resources*. Alternatively, those working conditions that demand prolonged effort and are related to costs, are *job demands*. Moreover, there are two types of job demands: *challenging* and *hindering* (Van den Broeck, De Cuyper, De Witte & Vansteenkiste, 2010). Demands that require additional endeavor to meet them but lead to personal growth are considered *challenging* (Lazarus & Folkman, 1984). On the contrary, *hindering* demands are perceived as stress-provoking because they impede growth and hamper employee functioning (LePine, Podsakoff & LePine, 2005). As a consequence of the health-threatening effects of hindering demands, employees might draw back from their occupational tasks which could lead to a slower work pace (Schaufeli & Taris, 2005).

There are various ways in which job crafting behaviors could interact with job demands and job resources. When employees seek more challenges, engage in new projects and attempt to increase their demands and/or resources, they engage in *approach job crafting* (Bruning & Campion, 2016). This type of proactive behavior could take three forms: increasing challenging demands, increasing structural resources and increasing social resources. Approach job crafting is aimed at achieving improvement-oriented goals, and it is positively associated with job performance and work engagement and negatively associated with burnout (Lichtenthaler & Fischbach, 2018). On the other hand, when employees try to make the scope of their job narrower, they demonstrate *avoidance job crafting*. This job crafting type is reflected in decreasing hindering job demands (Nielsen & Abildgaard, 2012), which is related to the elimination of certain job aspects (Wrzesniewski & Dutton, 2001), and it is also linked to work withdrawal (Hanisch & Hulin, 1990).

When employees engage in job crafting, they create a better person-job fit and increase the perceived meaningfulness of their work (Wrzesniewski & Dutton, 2001). Work authenticity is reflected in this congruence between the person and their work environment (Van den Bosch & Taris, 2018) and it is manifested when people "act in accord with their true self" (Harter, 2002, p. 382). Research has demonstrated that employees feel authentic at

work when they feel they fit their working environment (Van den Bosch, Taris, Schaufeli, Peeters & Reijseger, 2019). In the work context authenticity is usually linked to greater work engagement, better performance and job satisfaction (Van den Bosch & Taris, 2018). Furthermore, feelings of inauthenticity are associated with negative outcomes such as boredom and emotional exhaustion. Thus, it is possible that people who are authentic craft their job in accordance with their preferences and beliefs, which in turn affects their work outcomes.

Considering all that was mentioned, the aim of the current study is threefold. First, authenticity will be examined as a predictor of positive work outcomes, in this case work engagement, job performance and less burnout. Second, the paper will explore whether authenticity is associated with approach and avoidance job crafting. Finally, the potential mediating effect of type of job crafting (avoidance vs. approach) in the associations between authenticity and work outcomes will be examined. The research question of the current study is: "How is authenticity related to work engagement, job performance and burnout, and is there a mediating effect of type of job crafting in these relationships?". Given not only the benefits of approach job crafting which have been outlined already, but also the fact that avoidance demands crafting is associated with higher burnout levels (Hakanen, Peeters & Schaufeli, 2018), it would be useful for companies to extend their knowledge on their employees' job crafting behaviors. Organizations benefit from employee physical and mental wellbeing because it results in higher levels of job satisfaction and productivity, as well as better job performance (Luna-Arocas & Danvila-del-Valle, 2020). The current study might be advantageous for employers' understanding of the antecedents of the different types of job crafting. Companies could potentially reduce employees' willingness to engage in avoidance job crafting through the provision of certain job resources (Rudolph et al., 2017) and encourage them to act authentically by promoting positive job crafting behaviors.

Authenticity and Work Outcomes

Authenticity is defined as the degree to which employees behave in congruence with their values, beliefs and true selves (Harter, 2002; Metin, Taris, Peeters, van Beek & Van den Bosch, 2016). It consists of three dimensions: 1) *self-alienation* which reflects an imbalance between one's consciousness and one's true self; 2) *authentic living* which is the balance between one's behavior and personal values and beliefs; and 3) *external influence* which reflects the balance between accepting others' impact and believing you actually meet their

expectations (Van den Bosch & Taris, 2013). Authenticity is a concept that has been largely scientifically explored in light of its positive effects and it has been conceptualized as a valuable human attribute. Being authentic at work is linked to positive outcomes such as having a meaningful and joyful life (Schlegel & Hicks, 2011), higher intrinsic motivation and work engagement (Van Beek, Hu, Schaufeli, Taris & Schreurs, 2012), higher wellbeing (van den Bosch & Taris, 2018), as well as lower burnout and boredom (Van den Bosch et al., 2019). Subsequently, it is expected that authenticity will be linked to positive work outcomes (i.e. high work engagement and job performance and low burnout) and thus, the following hypothesis was formulated:

> *Hypothesis 1:* Authenticity is positively related to positive work outcomes and negatively to negative work outcomes.

Authenticity and Job Crafting

Job crafting reflects a type of personal proactive behavior and authenticity has been positively related to proactive behaviors (Matsuo, 2020). Inauthenticity might be the result of a poor person-job fit which could be improved through job crafting (Van den Bosch, 2016). Employees acting in an authentic manner are assumed to engage in job crafting as a way to proactively transform their jobs to fit their preferences, skills and values (Wrzesniewski & Dutton, 2001). For instance, there may be employees who perceive themselves to be inauthentic because they feel insufficiently challenged or insufficiently socially supported. Such employees might craft their jobs by increasing challenging demands or seeking to increase their social resources, respectively. In the literature authenticity has been demonstrated to be positively related to approach orientation (Impett, Javam, Le, Asyabi-Eshghi & Kogan, 2013) and negatively to avoidance job crafting (den Hartog, 2017). Based on the above mentioned information, authenticity is expected to be positively associated with approach job crafting and negatively with avoidance job crafting. In light of all this, the following hypothesis was formulated:

> *Hypothesis 2:* Authenticity is positively related to approach job crafting and negatively to avoidance job crafting.

Approach and Avoidance Job Crafting as Mediators

Authentic employees craft their jobs as a way to proactively create a better fit between their job and their values (Wrzesniewski & Dutton, 2001; Tims & Bakker, 2010). This might mean

seeking more challenges or resources with the aim of, for instance, compensating for missed callings (Berg, Grant & Johnson, 2010) or hindrances (Vuori, San & Kira, 2012). As has already been outlined, approach job crafting is associated with work engagement, employability (Brenninkmeijer & Hekkert-Koning, 2015), performance (Lichtenthaler & Fischback, 2018) and wellbeing (Tims, Bakker & Derks, 2013). Avoidance job crafting, on the other side, links to decreased efficiency (Zhang & Parker, 2019), lower employability (Petrou & Xanthopoulou, 2020), lower work engagement and higher levels of burnout (Lichtenthaler & Fischback, 2018). In view of all that, it is presumed in the current study that not authenticity per se leads to any specific work outcomes, but rather the way in which it is manifested at the workplace. For this reason, it is expected that avoidance and approach job crafting will mediate the relationships of authenticity with negative and positive work outcomes, respectively. Thus, the following hypotheses were formulated:

> *Hypothesis 3:* Avoidance job crafting mediates the relationship between authenticity and negative work outcomes.

> *Hypothesis 4:* Approach job crafting mediates the relationship between authenticity and positive work outcomes.

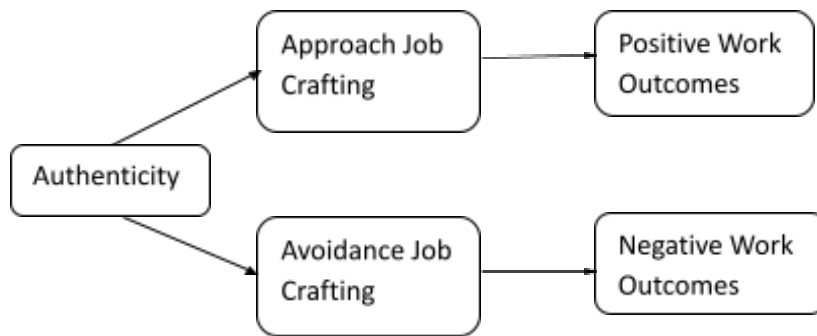Figure 1. illustrates the process model of the current study.

Figure 1. Indirect effect of Authenticity on Work Outcomes through Type of Job Crafting.

Method

Procedure

Ethical approval was obtained from Utrecht University's Faculty of Social and Behavioral Sciences' Ethic review board. Data for the current study were collected through an online questionnaire in Dutch, distributed via email and through a LinkedIn post to employees at the consultancy firm Derks and Derks B.V. The questionnaire was created on the online platform Qualtrics. The survey begins by informing participants that filling it in takes around 10-15

minutes and that it contains questions regarding their work. After a brief definition of job crafting, participants were informed that the study was aimed at gaining insight into the antecedents and consequences of job crafting. Furthermore, they were guaranteed anonymity and confidentiality, and were assured that they could withdraw from the study at any point. After accepting the informed consent, the questionnaire began. Participants could fill in the questionnaire between 7th of April and 5th of May 2021 (a total of 29 days).

Participants

To determine the sample size of the current study, the G*Power 3.1 software was used (f^2 = .07, α err prob = .05, power = .80, alpha = .05). The analysis indicated that the research population should consist of 213 working individuals. Data were collected from employees working at Derks & Derks. 357 people started the questionnaire, but participants who did not fill in the questionnaire fully and those who indicated working less than 12 hours a week were excluded from further analyses. As a result, the research population consisted of 204 participants, of which 97 were male (45.1%) and 126 were female (54.9%). The age of participants ranged from 22 to 73, with an average age of 41.06 ($SD = 14.70$). The majority of participants were highly educated (59.8% with WO, 31.4% with HBO and 6.4% with MBO) and most of them (57.4%) had more than 10 years of working experience. More details about the sample's descriptives could be found in Table 1.

Table 1. *Participants' age, education, years of work experience, function group and branch.*

Category	Subcategories	% of participants
Age	< 25	16.2
	25 – 35	27.0
	35 – 45	12.3
	45 – 55	19.1
	55 <	25.5
Education	Primary school	0.5
	MAVO, LBO, VMBO	1.5
	VWO	0.5
	MBO	6.4
	HBO	31.4
	WO	59.8

Years of work experience	0 – 1	12.3
	2 – 4	16.2
	5 – 10	14.2
	>10	57.4
Function group	Regulatory affairs	5.9
	Technology	4.4
	Sales/marketing	11.3
	Medical expert	7.8
	IT	2.9
	HRM	12.3
	Purchase	1.0
	Finance	3.4
	Administration	3.9
	Planning/Logistics	1.5
	R&D	1.5
	QC/Laboratory	1.0
	Management/Board	15.7
	Different	27.5
Branch	Food industry	3.4
	Farmacy/Biotechnology	17.6
	Industry	5.4
	Healthcare	15.2
	Medical devices/Laboratory supply	5.4
	Other	52.0

Note. N=204 participants.

Measures

The constructs that were measured by the questionnaire are: job crafting, authenticity, work engagement, job performance and burnout. Given the fact that the current study was conducted in the year of 2021, participants were asked several questions regarding the way in which the coronavirus pandemic has changed their work (e.g. "Werkt u verplicht thuis

vanwege de Corona-crisis?" meaning "Are you obliged to work from home because of the Corona crisis?"). The whole questionnaire could be found in Appendix 1.

Job crafting was measured using the Job Crafting Scale (JCI) developed by Tims, Bakker & Derks (2012). It consists of 21 items that assess four different dimensions of job crafting on a 5-point Likert-scale ranging from "nooit" ("never") to "heel vaak" ("very often"). Five items measure *increasing structural job resources*, for example, "Ik probeer nieuwe dingen te leren op mijn werk" which means "I am trying to learn new things at work" ($\alpha = .82$). However, item 5 ("Ik zorg ervoor dat ik zelf kan beslissen hoe ik iets doe" meaning "I make sure I decide on my own how I do things") was removed from the scale, because a factor analysis showed that it loads on the subscale *increasing challenging job demands*, instead of *increasing structural job demands*. Moreover, reliability analyses showed that the reliability of the subscale would increase ($\alpha = .84$ when this item is removed). Five items assess *increasing social job resources*, for instance, "Ik vraag anderen om feedback over mijn functioneren" which translates as "I ask others for feedback regarding my functioning" ($\alpha = .79$). Five items measure *increasing challenging job demands*, for example "Als het rustig is op mijn werk, zie ik dat als een kans om nieuwe projecten op te starten" which means "When it is quiet at work, I perceive this as an opportunity to start new projects" ($\alpha = .80$). Lastly, six items assess *decreasing hindering job demands*, for instance, "Ik zorg ervoor dat ik niet teveel hoef om te gaan met personen wiens problemen mij emotioneel raken" which translates as "I make sure I don't have to deal too often with people whose problems affect me emotionally" ($\alpha = .72$). However, item 11 ("Ik zorg ervoor dat ik me niet lange tijd achter elkaar hoef te concentreren" meaning "I make sure I organize my work in a way that I don't have to concentrate for long periods of time") was removed, because a factor analysis showed that this item does not load on any of the four factors strongly enough.

Authenticity was measured using the Individual Authenticity Measure at work (I.A.M. Work) designed by Van den Bosch and Taris (2014). The scale consists of 12 items on a 5-point Likert scale ranging from "helemaal niet op mij van toepassing" ("not applicable to me at all") to "helemaal op mij van toepassing" ("totally applicable to me"). The scale measures the three dimensions of the construct of authenticity at work: 4 items assess *authentic living*, for instance "Op mijn werk blijf ik trouw aan wie ik ben" which means "At work, I stay true to who I am" ($\alpha = .74$); 4 items assess *self-alienation*, for example "Ik voel me op mijn werk vervreemd van mijzelf" meaning "I feel alienated from myself at work" ($\alpha = .89$); and finally 4 items measure accepting *external influences*, for example "Andere mensen beïnvloeden mij

sterk op werk" meaning "Others influence me greatly at work" ($\alpha = .65$). The total scale has a Cronbach's alpha of $\alpha = .80$.

Job performance was measured with the performance scale by Goodman and Svyantek (1999). This tool consists of 16 items on a 4-point Likert-scale ranging from "helemaal mee oneens" ("completely disagree") to "helemaal mee eens" ("completely agree"). Nine items assess *task performance* (e.g. "Ik vervul alle eisen die mijn functie aan mij stelt" meaning "I fulfill all the demands that my position places on me", $\alpha = .82$), and 7 items assess *contextual performance* (e.g. "Ik kan meer aan dan er van mij gevraagd wordt" which translates to "I can handle more than I am asked for", $\alpha = .75$). The whole scale's Cronbach's Alpha was estimated to be $\alpha = .87$.

Work engagement was measured using the Utrechtse Bevlogenheidsschaal (UWES) developed by Schaufeli, Bakker & Salanova (2006). It consists of 9-item scale, on a 7-point Likert scale ranging from "nooit" ("never") to "altijd (dagelijks)" ("always/daily") with three items assessing *vigor* (e.g. "Op mijn werk bruis ik van energie" which is "I am full of energy at work", $\alpha = .84$), three items assessing *dedication* (e.g. "Ik ben enthousiast over mijn baan" translated as "I am enthusiastic about my work", $\alpha = .90$), and three items assessing *absorption* (e.g. "Werk brengt mij in vervoering" meaning "My work thrills me", $\alpha = .81$). The total scale has a Cronbach's alpha of $\alpha = .93$.

Finally, *burnout* was measured using the Utrechtse Burnout Schaal (UBOS) by Schaufeli and Van Dierendonck (2000). UBOS is the Dutch version of the Maslach Burnout Inventory-General Survey (MBI-GS) (Schaufeli, Leiter, Maslach & Jackson, 1996). Items are measured on a seven-point Likert scale ranging from "nooit" ("never") to "altijd (dagelijks)" ("always/daily"). This tool consists of 15 items measuring three distinct dimensions – *exhaustion* (5 items, for example "Ik voel me mentaal uitgeput door mijn werk" which means "I feel mentally exhausted by my work", $\alpha = .91$), *mental distance* (4 items, for instance "Ik merk dat ik teveel afstand heb gekregen van mijn werk" which means "I find myself getting very distanced from work", $\alpha = .83$), and *competence* (6 items, for example "Ik vind dat ik mijn werk goed doe" meaning "I think I am doing a good job", $\alpha = .83$).

Statistical analysis

Data obtained for the current study was analyzed using the Statistical Program for Social Sciences (SPSS) version 27.0. Before conducting the statistical analysis assumptions with regards to outliers, normality, linearity, independence and homoscedasticity were tested. Even

though the sample size of the current study is large enough, the assumption for normality was not met for authenticity, job performance, burnout and work engagement, and thus, the direct and total effects were examined using regression analyses with bootstrapping (5000 samples). With this method, multiple samples are created and in this way the statistical power increases. Moreover, the PROCESS macro version 3.5.3 was utilized for the mediation analyses with a significance level $\alpha = .05$ and applying the bootstrapping process (repeatedly generating 5000 samples). The basic mediation model with the total effect (c), the indirect effect (ab) and the direct effect (c') could be seen in Figure 2.
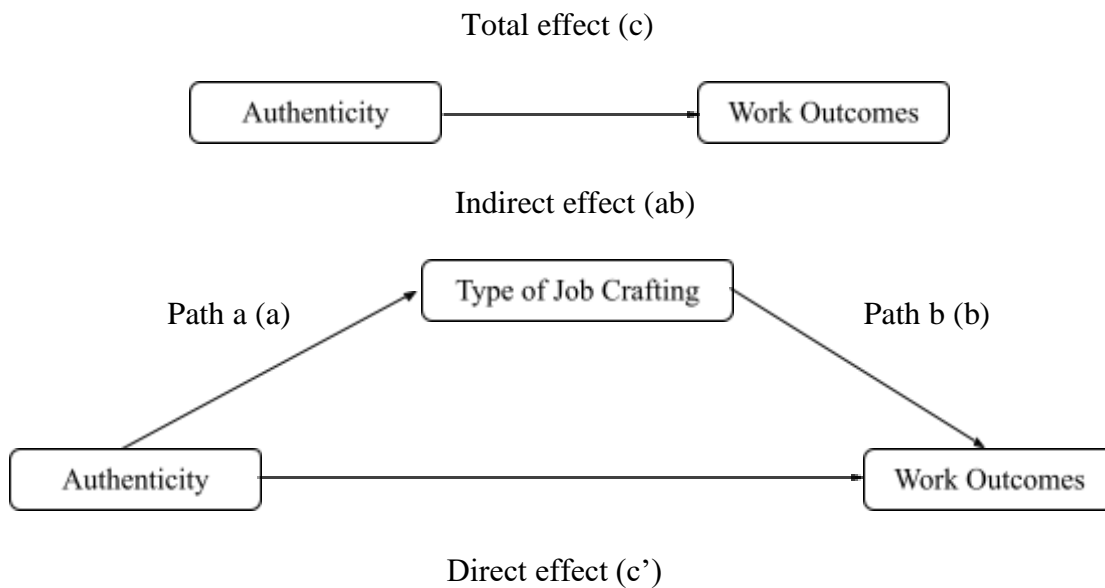
Total effect (c)

Indirect effect (ab)

Direct effect (c')

Figure 2. The basic model for mediation.

Results

Descriptives

Table 2 shows that the means of both increasing structural job resources and increasing challenging job demands are higher in comparison to decreasing hindering job demands and increasing social job resources. This suggests that employees might be more likely to craft their job by looking for structural resources which could potentially aid them at dealing with the challenges that they are proactively looking for.

Table 2 also shows the correlations between the research variables. Authenticity was significantly (negatively) related to two job crafting subscales – decreasing hindering job demands and increasing social job resources. As expected, decreasing hindering demands (avoidance job crafting) was significantly positively associated with burnout, and significantly

negatively associated with job performance and work engagement. In addition, decreasing hindering demands was significantly negatively associated with increasing challenging job demands and structural job resources which is an intuitive finding that suggests people who avoid hindering demands are also less likely to search for challenging demands and structural resources that could help them in meeting those higher demands. On the other side, increasing social job resources showed no significant correlations with the outcome variables, but showed a significant positive correlation with increasing structural resources and increasing challenging demands.

Table 2. *Descriptive Statistics and Correlations (N=223).*

Variable	*M*	*SD*	1	2	3	4	5	6	7	8
1. Increasing structural resources	3.82	0.75	-	-.18*	.41**	.58**	.10	.39**	.38**	-.28**
2. Decreasing hindering demands	1.90	0.57		-	.05	-.16*	-.28**	-.18**	-.25**	.26**
3. Increasing social resources	2.62	0.77			-	.33**	-.15*	.13	.01	.06
4. Increasing challenging demands	3.15	0.83				-	.13	.45**	.30**	-.14*
5. Authenticity	3.82	0.56					-	.37**	.40**	-.61**
6. Performance	3.20	0.37						-	.40**	-.44**
7. Engagement	4.36	1.04							-	-.70**
8. Burnout	1.56	0.79								-

*Note. *p < .05. **p < .01*

Authenticity and Work Outcomes

To test *Hypothesis 1: "*Authenticity is positively related to positive work outcomes and negatively to negative work outcomes", regressions with bootstrapping (5000 samples) using the PROCESS macro by Hayes (2013) were conducted. The following paragraph reports the total effects found in the analyses. In line with Hypothesis 1, there was a significant positive association between authenticity and work engagement ($b=0.74$, $p<.001$) and between authenticity and job performance ($b=0.25$, $p<.001$). Furthermore, in accordance with what was hypothesized there was a significant negative link between authenticity and burnout ($b=$-0.87, $p<.001$). Therefore, Hypothesis 1 was supported, with authenticity being positively related to positive work outcomes and negatively to negative ones. Based on these findings, it

can be concluded that authenticity is associated with higher levels of work engagement and job performance, while at the same time it is related to lower levels of burnout.

Authenticity and Job Crafting

The PROCESS macro (Hayes, 2013) was used to conduct regressions with bootstrapping (5000 samples) in order to examine the relationship between authenticity and job crafting types. The following paragraph is based on the total effects found. Results revealed a significant negative relationship between authenticity and decreasing hindering job demands (b=-0.29, p<.01) - a finding in line with expectations. However, contrary to the formulated hypothesis, it was found that authenticity had a significant negative association with increasing social job resources (b=-0.21, p<.05). Authenticity did not relate significantly to the other two job crafting scales. Therefore, it could be concluded that *Hypothesis 2* was partially supported, with authenticity being significantly negatively associated with decreasing hindering job demands and increasing social job resources. These findings suggest that people who act in an authentic manner at work are less willing to seek social resources (e.g. social support) and to avoid hindering tasks.

Avoidance Job Crafting as a Mediator

All analyses of decreasing hindering job demands as a mediator are displayed in Tables 3, 4 and 5. To test *Hypothesis 3*: "Avoidance job crafting mediates the relationship between authenticity and negative work outcomes" a mediation analysis using the PROCESS macro (Hayes, 2013) was conducted. Mediation analyses indicated that there was a significant indirect effect of avoidance job crafting in the association between authenticity and work engagement (b=0.08, *95% CI* [0.013, 0.168]). Avoidance job crafting was considered only a partial mediator in this relationship due to the fact that there was a significant direct effect between authenticity and work engagement (b=0.67, *95% CI* [0.422, 0.910]). Apart from that, contrary to expectations, no significant indirect effect of avoidance job crafting was found in the associations between authenticity and job performance (b=0.02, *95%CI* [-0.008, 0.046]) and authenticity and burnout (b=-0.04, *95%CI* [-0.095, 0.002]). Furthermore, results showed that the direct effect of authenticity on burnout (b=-0.83 *95% CI* [-0.992, -0.671]) and job performance (b=0.23, *95% CI* [0.142, 0.318]) were also significant. Besides, all total effects were significant too.

All in all, it could be concluded that *Hypothesis 3* was partially supported, as avoidance job crafting (i.e. decreasing hindering job demands) had a partial mediating effect in the link of

authenticity with work engagement. Contrary to what was expected, no mediating effect of avoidance job crafting was found in the association of authenticity with job performance and burnout. All direct effects of authenticity on the work outcomes were significant.

Approach Job Crafting as a Mediator

Due to the fact that authenticity did not relate significantly to increasing challenging demands and structural resources, together with the fact that increasing social resources was not significantly linked to the outcome variables – engagement, performance and burnout, no mediation analyses regarding the mediating role of approach job crafting (i.e. increasing structural resources, increasing social job resources, increasing challenging demands) are reported here. Thus, *Hypothesis 4*: "Approach job crafting mediates the relationship between authenticity and positive work outcomes" was not supported. It can be concluded that approach job crafting (i.e. increasing structural job resources, increasing social job resources and increasing challenging job demands) does not act as a mediator in the relationship between authenticity and positive work outcomes.

Table 3. *Mediation between authenticity and work engagement through decreasing hindering job demands (N=204).*

	b	*SE*	*95%CI*
Authenticity – Avoidance Job Crafting (a)	-0.29**	0.07	[-0.423, -0.148]
Avoidance Job Crafting – Work engagement (b)	-0.27*	0.12	[-0.508, -0.033]
Total effect (c)	0.74**	0.12	[0.506, 0.980]
Indirect effect (ab)	0.08	0.04	[0.013, 0.168]
Direct effect (c')	0.66**	0.12	[0.422, 0.910]
R^2Total=0.159			

Note. CI=Confidence Interval. *$p < .05$. **$p < .01$.

Table 4. *Mediation between authenticity and job performance through decreasing hindering job demands (N=204).*

	b	*SE*	*95%CI*
Authenticity – Avoidance Job Crafting (a)	-0.29**	0.07	[-0.423, -0.148]
Avoidance Job Crafting – Performance (b)	-0.05	0.04	[-0.139, 0.032]
Total effect (c)	0.25**	0.04	[0.160, 0.330]
Indirect effect (ab)	0.02	0.01	[-0.008, 0.046]
Direct effect (c')	0.23**	0.05	[0.142, 0.318]

R^2Total=0.139

Table 5. *Mediation between authenticity and burnout through decreasing hindering job demands (N=204).*

	b	SE	95%CI
Authenticity – Avoidance Job Crafting (a)	-0.29*	0.07	[-0.424, -0.161]
Avoidance Job Crafting – Burnout (b)	0.13	0.08	[-0.029, 0.284]
Total effect (c)	-0.87**	0.08	[-1.023, -0.713]
Indirect effect (ab)	-0.04	0.02	[-0.095, 0.002]
Direct effect (c')	-0.83**	0.08	[-0.992, -0.671]
R^2Total=0.376			

Discussion

The findings of the current study contribute to the theoretical understanding of the interconnections between authenticity and job crafting. It was aimed to examine the concept of authenticity at work as a predictor of work engagement, job performance and burnout. Furthermore, it was focused on establishing whether type of job crafting (approach vs. avoidance) acts as a mediator in the relationships of authenticity with the above-mentioned work outcomes. The data were gathered through an online questionnaire distributed among 204 employees working at an HR consultancy firm. Authenticity demonstrated a positive association with work engagement and job performance and related negatively to burnout. Also, authenticity exhibited a significant association with only two of the job crafting scales – decreasing hindering demands and increasing social resources. In line with expectations, authenticity was negatively associated with avoidance job crafting (i.e. decreasing hindering demands). Nevertheless, unlike hypothesized, authenticity demonstrated a negative association with one aspect of approach job crafting (increasing social resources). The analyses demonstrated a partial mediating effect of decreasing hindering job demands in the link between authenticity and work engagement. However, none of the approach job crafting subscales showed a mediation effect in the link between authenticity and work outcomes.

Authenticity and Work Outcomes

In *Hypothesis 1* it was expected that authenticity would be positively related to positive work outcomes and negatively to negative ones, and the results confirmed this expectation. In line with previous research (Reis, Trullen & Story, 2016; Van den Bosch & Taris, 2014; Wood, Linley, Maltby, Baliousis & Joseph, 2008) authenticity was associated with higher work engagement, better job performance, and lower levels of burnout. In addition, results were in accordance with earlier studies with authenticity more strongly related to wellbeing (in this case negatively with burnout), than to job performance and work engagement (Van den Bosch & Taris, 2013). This finding corresponds to the idea that acting in accordance with one's personal beliefs and values would result in higher wellbeing and more willingness to be engaged and to perform at a higher level. On the other side, when employees feel disconnected from their true self at work, it is plausible that not only their wellbeing, but also their motivation to be engaged and to perform at their best would decrease as a result.

Authenticity and Types of Job Crafting

In *Hypothesis 2* it was anticipated that authenticity would be positively associated with approach job crafting and negatively with avoidance job crafting. However, these expectations were only partially confirmed. Authenticity was negatively associated with two job crafting scales – decreasing hindering job demands (avoidance) and increasing social job resources (approach).

First, in line with what was hypothesized, authenticity showed a negative relationship with decreasing hindering demands – a result which replicates previous findings (Metin et al., 2016). It is possible that people who feel alienated from their true self avoid or decrease their responsibilities, which leaves less room for opportunities to grow personally and professionally and to develop their skills to master such demands (Brenninkmeijer & Hekkert-Koning, 2015). It is also possible that experiences of inauthenticity create a poor person-job fit, which is then reflected in willingness to engage in decreasing hindering demands job crafting. Moreover, it is conceivable that lowered authenticity does not leave space for engagement in authentic social interactions and relates to decrease or avoidance of tasks.

Second, contrary to expectations, authenticity was negatively linked to increasing social job resources. One explanation might be that seeking social resources reflects the depletion of internal resources (Daniels & de Jonge, 2010; de Jonge & Dormann, 2006), because when one possesses relevant personal resources, there is no need for external compensation (Kerksieck, Bauer & Brauchli, 2019). Personal resources provide people with

the stability necessary for feeling connected to their true selves (Fladerer & Braun, 2020), and thus, the lack of such resources might be the result of lower levels of experienced authenticity. An alternative explanation might be that some people (e.g. extraverts) are often dissatisfied with tasks that do not meet their need for stimulation (Loukidou, Loan-Clarke & Daniels, 2009) and are better at cultivating social support from their co-workers (Bakker, 2015). It is possible that they engage in such cases social job crafting is not an expression of authenticity, but rather a way to deal with their job demands (e.g. workload) (Bakker, 2015). A third explanation might be that authentic individuals are less motivated to search for more social resources, as this might involve receiving advice on changing the way they approach their work. Authentic employees feel more certain of themselves (Heppner, Kernis, Nezlek, Foster, Lakey & Goldman, 2008) and perhaps they do not want to do things differently.

The current study did not discover a positive association of authenticity with increasing structural resources. This might be explained by the fact that the motivations that drive the desire to craft one's job to increase structural resources might not necessarily reflect an aspiration to increase feelings of authenticity (Tims et al. 2012). It is possible that some employees search more job resources because of their need to perform their tasks more easily. Furthermore, authenticity also appeared unrelated to increasing challenging demands. This finding could be explained by the fact that seeking challenges at work might be motivated by one's workaholism, for instance – a personal tendency which has been shown to be related to job crafting (Zeijen, Peeters & Hakanen, 2018) and which does not necessarily reflect one's true self.

Approach and Avoidance Job Crafting as Mediators

In *Hypotheses 3* and *4* it was expected that approach job crafting would mediate the associations of authenticity and positive outcomes, and that avoidance job crafting would mediate the associations of authenticity and negative outcomes. However, as was discussed earlier, only decreasing hindering demands (avoidance job crafting) was significantly related to both the predictor (authenticity) and the outcome variables (work engagement, job performance and burnout) and for this reason, mediation analyses included only this job crafting subscale.

The only relationship in which decreasing hindering job demands demonstrated to have a significant indirect effect was between authenticity and work engagement. The analyses revealed that people who act in a less authentic manner at work demonstrate lower

levels of work engagement through increased likelihood of exhibiting avoidance job crafting behaviors – a finding which corresponds to the results of previous studies (Lichtenthaler & Fischbach, 2018; Rudolph et al., 2017). This type of crafting is usually applied when people disengage from their job as a way to reduce or avoid certain responsibilities and cope with their overly demanding nature – a tendency which is in contrast with the idea of living in accordance with one's personal values and beliefs.

It is important to note, however, that previous studies have identified job crafting as the predictor and authenticity as the mediator in relation to work outcomes (den Hartog, 2017). Here comes the question – the chicken or the egg? The theoretical assumption behind the current study was that authenticity is a rather stable concept, and thus, triggers employees' desire to craft their job in order to live up to their values. On the other side, it is also possible that behavior (in this case job crafting) triggers feelings of authenticity. When interpreting the findings of the current research project it is important to keep in mind that reversed causality is among the possible explanations of the results.

Study limitations

Even though the current research project contributes to the extension of the body of literature by examining authenticity as a predictor of work outcomes and job crafting as a mediator in this relationship, it inevitably suffers certain limitations. First, the statistical analyses were based on cross-sectional data which impedes the opportunity to make conclusions regarding causal relationships between the research variables, and thus, it is possible that there is reverse causality for all found effects (Brenninkmeijer & Hekkert-Koning, 2015). For this reason, the current research field would benefit greatly from studies using longitudinal designs controlling for some of the potential confounding variables in order to bring insight into whether authenticity predicts job crafting or vice versa,

Second, the data for this study was gathered through self-reports. Even though self-reports represent one of the most prevalent methods applied in psychological research (Shaughnessy, Zechmeister & Zechmeister, 2000), they have their shortcomings. These measures are vulnerable to participants' response styles, for instance a tendency to disproportionately choose a subsection of all response options (Weijters, Geuens & Schillewaert, 2009). In addition, participants were asked to fill in the questionnaire mainly taking into consideration their work behaviors before the onset of the COVID-19 pandemic, but memory recall often provides us with a distorted view of the past (Estes, 1997). In the future it

is recommended to assess job crafting behaviors through measures that include colleagues and managers in order to increase the objectivity (or better – intersubjectivity) of the data.

Lastly, most of the people who took part in the current study were highly educated and research suggests that this population is more likely to demonstrate job crafting behaviors (Wrzesniewski & Dutton, 2001). For this reason, the generalizability of the findings must be put into question, as they might not reflect the tendencies across the whole working population. Future studies must strive to include people with diverse educational and occupational backgrounds in order to overcome this shortcoming.

Study implications

The results of the current study represent some important implications for the practical and theoretical field. First, it reconfirmed once more the fact that authenticity is associated with positive consequences at work. However, there are previous studies that demonstrate the darker side of acting authentically and authenticity's relationship with counterproductive work behavior (Brazier, 2020). Therefore, it is important to delve deeper into the nature of the antecedents of authenticity at work, as well as to differentiate between personality differences and their link to authentic behaviors.

In addition, the current study established a clear negative association between avoidance job crafting and authenticity – a connection which has been demonstrated in the literature before. Nevertheless, future studies could focus on examining the simultaneous occurrence of both approach and avoidance job crafting and the interaction between the two, as this could reveal that the effects of this type of proactive behavior are multilayered and depend on diverse factors such as the working environment and the organizational culture. Future studies could focus on the longitudinal perspective of this topic, while taking into account a variety of potential confounding variables – working environment, organizational culture, career aspirations, etc. Also, personality is a factor which deserves further attention in its relation to authenticity and job crafting. Such an approach could give a more robust answer to the question of causality between authenticity and job crafting.

Lastly, for managers it seems important to pay attention to the potential causes of lowered work engagement in their subordinates which include the decrease and avoidance of hindering demands. The current study illustrates that employees who do not feel authentic at work are less engaged due to their unwillingness to deal with hindering tasks. It might be beneficial for organizations to establish practices that enhance their employees' skills to cope

with their responsibilities and to provide them with opportunities to act in an authentic manner, so that they keep them engaged and motivated.

Conclusion

The current study provided insights into the association between authenticity and work outcomes, as well as the mediating role of type of job crafting in this relationship. Based on the findings it could be concluded that authenticity is associated with higher work engagement better performance and lower burnout. Furthermore, it demonstrated a significant negative association with two job crafting scales – decreasing hindering demands and increasing social resources. While none of the approach job crafting scales mediated the associations between authenticity and work outcomes, decreasing hindering demands partially mediated the relationship between authenticity and work engagement. However, as the current study had a cross-sectional design, the question of causality remains unanswered. Which one is first – the chicken or the egg? There is surely a lot more to be discovered!

References

Bakker, A. B. (2011). An Evidence-Based Model of Work Engagement. *Current Directions in Psychological Science*, *20*, 265-269. doi: 10.1177/0963721411414534

Bakker, A. B. (2015). A Job Demands–Resources Approach to Public Service Motivation. *Public Administration Review*, *75*(5), 723-732.

Bakker, A.B., & Demerouti, E. (2007). The Job Demands-Resources Model: State of the Art. *Journal of Managerial Psychology, 22,* 309-328.

Bakker, A. B., & Demerouti, E. (2017). Job Demands – Resources Theory: Taking Stock and Looking Forward. *Journal of Occupational Health Psychology, 22*(3), 273.

Berg, J. M., Dutton, J. E., & Wrzesniewski, A. (2008). What is Job Crafting and Why Does It Matter? Theory-to-Practice Briefing. *Ann Arbor: Ross School of Business, University of Michigan.*

Berg, J. M., Grant, A. M., & Johnson, V. (2010). When Callings are Calling: Crafting Work and Leisure in Pursuit of Unanswered Occupational Callings. *Organization science*, *21*(5), 973-994.

Bipp, T., & Demerouti, E. (2015). Which Employees Craft Their Jobs and How? Basic Dimensions of Personality and Employees' Job Crafting Behaviour. *Journal of Occupational and Organizational Psychology*, *88*, 631-655. doi: 10.1111/joop.12089

Brazier, J. (2020). The Dark Side of Authenticity (Master's thesis). Utrecht University, Utrecht.

Brenninkmeijer, V., & Hekkert-Koning, M. (2015). To Craft or not to Craft: The Relationships Between Regulatory Focus, Job Crafting and Work Outcomes. *Career Development International, 20*(2), 147-162.

Bruning, P. F., & Campion, M. A. (2016). The Role-Resources Approach-Avoidance Model of Job Crafting: A Multimethod Integration and Extension of Job Crafting Theory. *Academy of Management Journal, 61*(2), 499-522.

Daniels, K., & De Jonge, J. (2010). Match Making and Match Breaking: The Nature of Match Within and Around Job Design. *Journal of Occupational and Organizational Psychology*, *83*(1), 1-16.

De Jonge, J., & Dormann, C. (2006). Stressors, Resources, and Strain at Work: a Longitudinal Test of the Triple-Match Principle. *Journal of Applied Psychology*, *91*(6), 1359.

Demerouti, E., & Bakker, A. B. (2014). *Job Crafting*. In M. C. W. Peeters, J. De Jonge, & T. W. Taris (Eds.), An Introduction to Contemporary Work Psychology (p. 414–437). Wiley-Blackwell.

Demerouti, E., Bakker, A. B., Vardakou, I., & Kantas, A. (2003). The Convergent Validity of Two Burnout Instruments: A Multitraitmultimethod Analysis. *European Journal of Psychological Assessment, 19,* 12-23. Doi:10.1027//1015-5759.19.1.12

den Hartog, J. O. A. (2017). Proactively Shaping Your True Self at Work (Master's thesis). Utrecht University, Utrecht.

Estes, W. K. (1997). Processes of Memory Loss, Recovery, and Distortion. *Psychological Review, 104*(1), 148–169. https://doi.org/10.1037/0033-295X.104.1.148

Fladerer, M. P., & Braun, S. (2020). Managers' Resources for Authentic Leadership–A Multi-Study

    Exploration of Positive Psychological Capacities and Ethical Organizational Climates.

    British Journal of Management, 31(2), 325-343.

Goodman, S. A., & Svyantek, D. J. (1999). Person–Organization Fit and Contextual Performance:

    Do Shared Values Matter. *Journal of Vocational Behavior, 55*, 254-275. doi:

    10.1006/jvbe.1998.1682

Grant, A. M., & Parker, S. K. (2009). Redesigning Work Design Theories: The Rise of Relational

    and Proactive Perspectives. *Academy of Management Annals*, 3, 273–331.

    doi:10.1080/19416520903047327

Hakanen, J. J., Peeters, M. C. W., & Schaufeli, W. B. (2018). Different Types of Employee Well-

    Being Across Time and Their Relationships with Job Crafting. *Journal of Occupational*

    Health Psychology, *23*, 289–301. https://doi.org/10.1037/ocp0000081

Hanisch, K. A., & Hulin, C. L. (1990). Job Attitudes and Organizational Withdrawal: An

    Examination of Retirement and Other Voluntary Withdrawal Behaviors. *Journal of*

    Vocational Behavior, 37(1), 60-78.

Harter, S. (2002). *Authenticity.* Handbook of Positive Psychology. New York, NY, US: Oxford

    University Press.

Hayes, A. F. (2013). *Mediation, Moderation, and Conditional Process Analysis*. *Introduction to*

    Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach

    edn. New York: Guilford Publications, 1-20.

Heppner, W. L., Kernis, M. H., Nezlek, J. B., Foster, J., Lakey, C. E., & Goldman, B. M. (2008).

    Within-Person Relationships among Daily Self-Esteem, Need Satisfaction, and

    Authenticity. *Psychological Science*, *19*(11), 1140-1145.

Impett, E. A., Javam, L., Le, B. M., Asyabi-Eshghi, B., & Kogan, A. (2013). The Joys of Genuine
Giving: Approach and Avoidance Sacrifice Motivation and Authenticity. *Personal
Relationships, 20*(4), 740–754. https://doi.org/10.1111/pere.12012

Kerksieck, P., Bauer, G. F., & Brauchli, R. (2019). Personal and Social Resources at Work:
Reciprocal Relations Between Crafting for Social Job Resources, Social Support at Work
and Psychological Capital, *Frontiers in Psychology, 10*, 2632.

Lazarus, R. S., & Folkman, S. (1984). *Stress, Appraisal, and Coping*. New York, NY: Springer.

LePine, J. A., Podsakoff, N. P., & LePine, M. A. (2005). A Meta-Analytic Test of the Challenge
Stressor-Hindrance Stressor Framework: An Explanation for Inconsistent Relationships
Among Stressors and Performance. *Academy of Management Journal,48*, 764-775.
doi:10.5465/AMJ.2005.18803921

Lichtenthaler, P. W., & Fischbach, A. (2018). A Meta-Analysis on Promotion- and Prevention-
Focused Job Crafting. *European Journal of Work and Organizational Psychology*, *28*(1), 30-
50.

Loukidou, L., Loan-Clarke, J., & Daniels, K. (2009). Boredom in the Workplace: More than
Monotonous Tasks. *International Journal of Management Reviews*, *11*(4), 381–405.
doi.org/10.1111/j.1468-2370.2009.00267.x

Luna-Arocas, R. & Danvila-del-Valle, I. (2020). Does Positive Wellbeing Predict Job Performance
Three Months Later?. *Applied Research in Quality of Life, 16*, 1555-1569.
https://doi.org/10.1007/s11482-020-09835-0

Matsuo, M. (2020). The Role of Work Authenticity in Linking Strengths Use to Career Satisfaction
and Proactive Behavior: A Two-Wave Study. *Career Development International, 25*(6),
617-630. https://doi.org/10.1108/CDI-01-2020-0015

Metin, U. B., Taris, T. W., Peeters, M. C., van Beek, I., & Van den Bosch, R. (2016). Authenticity at Work – A Job Demands-Resources Perspective. *Journal of Managerial Psychology, 31*(2), 483-499. doi:10.1108/JMP-03-2014-0087

Nielsen, K., & Abildgaard, J. S. (2012). The Development and Validation of a Job Crafting Measure for Use With Blue-Collar Workers. *Work and Stress, 26*(4), 365-384.

Petrou, P., & Xanthopoulou, D. (2020). Interactive Effects of Approach and Avoidance Job Crafting in Explaining Weekly Variations in Work Performance and Employability. *Applied Psychology, 70*(3), 1345-1359.

Reis, G., Trullen, J., & Story, J. (2016). Perceived Organizational Culture and Engagement: The Mediating Role of Authenticity. *Journal of Managerial Psychology, 31*(6), 1091-1105.

Rudolph, C. W., Katz, I. M., Lavigne, K. N., & Zacher, H. (2017). Job Crafting: A Meta-Analysis of Relationships With Individual Differences, Job Characteristics, and Work Outcomes. *Journal of Vocational Behavior*, *102*, 112–138. https://doi.org/https://doi.org/10.1016/j.jvb.2017.05.008

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The Measurement of Work Engagement with a Short Questionnaire: A Cross-National Study. *Educational and Psychological Measurement, 66*(4), 701-716.

Schaufeli, W. B., Leiter, M. P., Maslach, C., & Jackson, S. E. (1996). Maslach Burnout Inventory—General Survey. In C. Maslach,, S. E. Jackson, & M. P. Leiter (Eds.), Maslach Burnout Inventory—Test manual (3th ed., pp. 22-26). Palo Alto, CA: Consulting Psychologists Press.

Schaufeli, W. B., & Taris, T. W. (2005). The Conceptualization and Measurement of Burnout: Common Ground and Worlds Apart. *Work & Stress, 19,* 256-262. doi:10.1080/02678370500385913

Schaufeli, W,B, & van Dierendonck, D (2000). *UBOS, Utrechtse Burnout Schaal: Handleiding.* Swets Test Publishers.

Shaughnessy, J. J., Zechmeister, E. B., & Zechmeister, J. S. (2000). *Research Methods in Psychology* (5th ed.). McGraw-Hill.

Schlegel, R. J., & Hicks, J. A. (2011). The True Self and Psychological Health: Emerging Evidence and Future Directions. *Social and Personality Psychology Compass*, *5*(12), 989-1003.

Tims, M., & Baker, A. B. (2010). Job Crafting: Towards a New Model of Individual Job Redesign. *South African Journal of Industrial Psychology, 36*(2), 1-9.

Tims, M., Bakker, A. B., & Derks, D. (2012). The Development and Validation of the Job Crafting Scale. *Journal of Vocational Behavior, 80*, 173-186. doi: 10.1016/j.jvb.2011.05.009

Tims, M., Bakker, A. B., & Derks, D. (2013). The Impact of Job Crafting on Job Demands, Job Resources and Well-Being. *Journal of Occupational Health Psychology, 18*(2), 230-240.

Van Beek, I., Hu, Q., Schaufeli, W. B., Taris, T. W., & Schreurs, B. H. (2012). For Fun, Love, or Money: What Drives Workaholic, Engaged, and Burned-Out Employees at Work?. Applied Psychology, *61*(1), 30-55. doi: 10.1111/j.1464-0597.2011.00454.x

van Dam, K. (2009). Employee Adaptability to Change at Work: A Multidimensional, Resource-based Framework. *The Psychology of Organizational Change: Viewing Change From the Employee's Perspective,* 123-142.

Van den Bosch, R. (2016). Authenticity at Work (Doctoral dissertation, Utrecht University).

    Retrieved from https://dspace.library.uu.nl/handle/1874/342330

Van den Bosch, R. & Taris, T. W. (2013). The Authentic Worker's Well-Being and Performance:

    The Relationship Between Authenticity at Work, Well-Being and Work Outcomes, *148*(6),

    659-681.

Van den Bosch, R., & Taris, T. W. (2014). Authenticity at Work: Development and Validation of

    an Individual Authenticity Measure at Work. *Journal of Happiness Studies*, *15*(1), 1-18.

Van den Bosch, R., & Taris, T. (2018). Authenticity at Work: Its Relations With Worker

    Motivation and Well-being. *Frontiers in Communication*, *3*, 1–11.

    https://doi.org/10.3389/fcomm.2018.00021

Van den Bosch, R., Taris, T. W., Schaufeli, W. B., Peeters, M. C. W., & Reijseger, G. (2019).

    Authenticity at Work: A Matter of Fit? *The Journal of Psychology*, *153*(2), 247–266.

    https://doi.org/10.1080/00223980.2018.1516185

Van den Broeck, A., De Cuyper, N., De Witte, H., & Vansteenkiste, M. (2010). Not All Job

    Demands Are Equal: Differentiating Job Hindrances and Job Challenges in the Job

    Demands – Resources Model. *European Journal of Work and Organizational Psychology,*

    19, 735-759. doi:10.1080/13594320903223839

Vuori, T., San, E., & Kira, M. (2012). Meaningfulness-Making at Work. *Qualitative Research in*

    Organizations and Management: An International Journal. *7*(2), 231-248.

    https://doi.org/10.1108/17465641211253110

Wang, H., Demerouti, E., & Bakker, A. B. (2016). A Review of Job Crafting Research: The Role of

    Leader Behaviors in Cultivating Successful Job Crafters. *Proactivity at Work: Making*

    Things Happen in Organizations, *77*, 104.

Weijters, B., Geuens, M., & Schillewaert, N. (2009). The Proximity Effect: The Role of Interitem Distance on Reverse-Item Bias. *International Journal of Research in Marketing, 26*(1), 2-12.

Wood, A.M., Linley, P.A., Maltby, J., Baliousis, M., & Joseph, S. (2008). The Authentic Personality: A Theoretical and Empirical Conceptualization and the Development of the Authenticity Scale. *Journal of Counseling Psychology*, *55*, 385–399. doi: 10.1037/0022-0167.55.3.385

Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a Job: Revisioning Employees as Active Crafters of Their Work. *The Academy of Management Review, 26*(2), 179-201.

Zeijen, M. E., Peeters, M. C., & Hakanen, J. J. (2018). Workaholism Versus Work Engagement and Job Crafting: What is the Role of Self-Management Strategies?. *Human Resource Management Journal*, *28*(2), 357-373.

Zhang, F., & Parker, S. K. (2019). Reorienting Job Crafting Research: A Hierarchical Structure of Job Crafting Concepts and Integrative Review. *Journal of organizational behavior*, *40*(2), 126-146.

Authenticity and Job Crafting

Q1 De volgende vragen gaan over uw demografische gegevens en uw huidige werk. Mocht u meerdere banen hebben, kies er dan één om de volledige vragenlijst over in te vullen.

Wat is uw geslacht?

○ Man

○ Vrou

w

○

Ande

rs

Q2 Wat is uw leeftijd?

_____

Q3 Wat is uw hoogst afgeronde

opleiding? ◯   Lagere school ◯

MAVO, LBO, VMBO

◯ HAV

O

◯

VWO

◯

MBO

◯

HBO

◯

WO

Q4 Heeft u een leidinggevende?

◯ Ja

◯

Nee

Q5 Heeft u zelf een leidinggevende functie?

○ Ja

○

Nee

Q6 Bent u zelfstandig ondernemer?

○ Ja

○

Nee

Q7 Bent u zelfstandig ondernemer?

○ Ja

○

Nee

Q8 Voor hoeveel uur per week heeft u contractueel een aanstelling?

_____

Q9 Hoeveel uur werkt u daadwerkelijk?

_____

Q10 Hoeveel jaar bent u werkzaam?

_____

Q11 Hoeveel jaar bent u werkzaam in uw huidige functie?

_____

Q12 In welke branche bent u momenteel

werkzaam? ○   Voedingsmiddelenindustrie ○

Farma / Biotechnische ○   Industrie ○

Gezondheidszorg ○   Medical Devices /

Laboratoriumbenodigdheden ○   Overig

Q13 Tot welke functiegroep behoort uw

functie? ○   QA / regulatory affairs ○

Technisch ○   Sales / marketing

○ Medische expert

○ IT ○   HRM

○ Inkoop ○   Financiën ○   Administratief ○   Planning

/ logistiek

○ R&D

○ QC / laboratorium ○   Management / directie ○

Overig

Q14 Werkt u verplicht thuis vanwege de Corona-crisis?

○ Ja

○ Nee, ik werkte al thuis ○   Nee, ik werk nog op locatie

○ Anders, namelijk:

_____

Q15 Hoe beïnvloedt de Corona-crisis u persoonlijk?

	Helemaal mee oneens	Mee oneens	Niet mee oneens, niet mee eens	Mee eens	Helemaal mee eens
Het belemmert mij in mijn prestaties in mijn werk.	○	○	○	○	○
Het beperkt mijn mogelijkheden wat betreft mijn werk.	○	○	○	○	○
Het beperkt me in hoe goed ik mijn werk kan uitvoeren.	○	○	○	○	○

Het belemmert me met het leren omgaan met moeilijke aspecten van mijn werk.	○	○	○	○	○
Het laat zien dat ik veel nieuwe dingen kan leren over mijn werk.	○	○	○	○	○
Het laat me zien dat ik zaken in mijn werk anders kan aanpakken dan ik normaal gesproken doe.	○	○	○	○	○
Het houdt me gefocust om het goede te doen voor mijn werk.	○	○	○	○	○

Q16 De Corona-crisis beïnvloedt het welzijn voor iedereen verschillend. Mocht u nog een toelichting willen geven over hoe de situatie u beïnvloedt of aangrijpt, dan kunt u dit hieronder toelichten.

_____

Q17 De volgende uitspraken gaan over uw gedrag op werk. Kies bij iedere stelling het antwoord dat op u het meest van toepassing is.

	Nooit	Soms	Regelmatig	Vaak	Heel vaak
Ik probeer mezelf te ontwikkelen.	○	○	○	○	○
Ik probeer mezelf bij te scholen.	○	○	○	○	○
Ik probeer nieuwe dingen te leren op mijn werk.	○	○	○	○	○
Ik zorg ervoor dat ik mijn capaciteiten optimaal benut.	○	○	○	○	○

Ik zorg ervoor dat ik zelf kan beslissen hoe ik iets doe.	○	○	○	○	○
Ik zorg ervoor dat ik minder geestelijk inspannend werk hoef te verrichten.	○	○	○	○	○
Ik zorg ervoor dat ik minder emotioneel inspannend werk moet verrichten.	○	○	○	○	○

Q18 De volgende uitspraken hebben betrekking op hoe u uw werk beleeft en hoe u zich daarbij voelt. Wilt u aangeven hoe vaak iedere uitspraak op u van toepassing is door steeds het best passende antwoord in te vullen?

	Nooit	Sporadisch (een paar keer per jaar of minder)	Af en toe (eens per maand of minder)	Regelmatig (een paar keer per maand)	Dikwijls (een per week)	Zeer dikwijls (een paar keer per week)	Altijd (dagelijks)
Op mijn werk bruis ik van energie.	○	○	○	○	○	○	○
Als ik werk, voel ik me fit en sterk.	○	○	○	○	○	○	○
Ik ben enthousiast over mijn baan.	○	○	○	○	○	○	○
Mijn werk inspireert mij.	○	○	○	○	○	○	○
Als ik 's morgens opsta, heb ik zin om aan het werk te gaan.	○	○	○	○	○	○	○
Wanneer ik intensief aan het werk ben, voel ik mij gelukkig.	○	○	○	○	○	○	○

Ik ben trots op het werk dat ik doe.	◯	◯	◯	◯	◯	◯	◯
Ik ga helemaal op in mijn werk.	◯	◯	◯	◯	◯	◯	◯
Werk brengt mij in vervoering.	◯	◯	◯	◯	◯	◯	◯

Q19 De volgende vragen gaan over hoe u op het werk functioneert. Kies bij elke uitspraak het voor u best passende antwoord.

	Helemaal mee oneens	Mee oneens	Mee eens	Helemaal mee eens
Ik help collega's met hun werk als zij terugkeren van een periode van afwezigheid.	◯	◯	◯	◯
Ik behaal de doelen van mijn functie.	o	o	o	o
Ik bied vrijwillig aan om dingen te doen die formeel gezien niet vereist worden door de functie die ik bekleed.	◯	◯	◯	◯
Ik voldoe aan de normen voor goede prestaties.	o	o	o	o
Ik neem initiatief om nieuwe medewerkers wegwijs te maken, hoewel dit formeel gezien geen onderdeel van mijn functie is.	◯	◯	◯	◯
Ik laat zien een deskundige te zijn op alle onderdelen van mijn werkzaamheden.	o	o	o	o
Ik help collega's die kampen met een hoge werkdruk of die andere problemen hebben.	◯	◯	◯	◯

Q20 De volgende uitspraken gaan over de manier waarop u uw werk beleeft en hoe u zich daarbij voelt. Wilt u aangeven hoe vaak iedere uitspraak op u van toepassing is door steeds het best passende getal te omcirkelen?

	Nooit (nooit)	Bijna nooit (een paar keer per jaar of minder)	Af en toe (eens per maand of minder)	Regelmatig (een paar keer per maand)	Dikwijls (eens per week)	Zeer dikwijls (een paar keer per week)	Altijd (dagelijks)
Ik voel me mentaal uitgeput door mijn werk.	○	○	○	○	○	○	○
Ik twijfel aan het nut van mijn werk.	○	○	○	○	○	○	○
Een hele dag werken vormt een zware belasting voor mij.	○	○	○	○	○	○	○
Ik weet de problemen in mijn werk adequaat op te lossen.	○	○	○	○	○	○	○
Ik voel me "opgebrand" door mijn werk.	○	○	○	○	○	○	○
Ik heb het gevoel dat ik met mijn werk een positieve bijdrage lever aan het functioneren van de organisatie.	○	○	○	○	○	○	○
Ik merk dat ik teveel afstand heb gekregen van mijn werk.	○	○	○	○	○	○	○
Ik ben niet meer zo enthousiast als vroeger over mijn werk.	○	○	○	○	○	○	○
Ik vind dat ik mijn werk goed doe.	○	○	○	○	○	○	○

Als ik op mijn werk iets afrond vrolijkt me dat op. ○ ○ ○ ○ ○ ○ ○

Aan het einde van een werkdag voel ik me leeg. ○ ○ ○ ○ ○ ○ ○

Ik heb in deze baan veel waardevolle dingen bereikt. ○ ○ ○ ○ ○ ○ ○

's morgens opsta en weer een werkdag voor me ligt.

Ik ben cynischer geworden over de effecten van mijn werk. ○ ○ ○ ○ ○ ○

Op mijn werk blaak ik van ○ ○ ○ ○ ○ ○ ○ ○

zelfvertrouwen ○ ○ ○ ○ ○ ○ ○

Ik voel me vermoeid als ik

.

Q21 De volgende stellingen hebben betrekking op uw meest recente werksituatie. Probeer bij het beantwoorden dus zo goed mogelijk voor te stellen hoe de stelling op u van toepassing is op uitsluitend uw werk en niet in andere situaties. Denk daarnaast bij het beantwoorden in hoeverre de stellingen op u van toepassing zijn geweest in de laatste 4 weken.

	Helemaal niet op mij van toepassing,	-	-	Neutraal	-	-	Helemaal op mij van toepassing
Andere mensen beïnvloeden mij sterk op werk.	○	○	○	○	○	○	○
Op mijn werk gedraag ik me op de manier welke van mij wordt verlangd.	○	○	○	○	○	○	○
Ik word sterk beïnvloed door wat anderen op mijn werk vinden.	○	○	○	○	○	○	○
Ik vind het gemakkelijker om goed op te schieten met mensen op mijn werk wanneer ik mezelf ben.	○	○	○	○	○	○	○
Ik houd op mijn werk vast aan de overtuigingen waar ik in geloof.	○	○	○	○	○	○	○
Op mijn werk blijf ik trouw aan wie ik ben.	○	○	○	○	○	○	○

mijn werk niet verbonden met wie ik echt ben.
Op mijn werk gedraag ik me in

overeenstemming met mijn eigen waarden en overtuigingen.
Ik voel me op mijn werk vervreemd van mijzelf.
Op mijn werk voel ik me afgesloten van wie ik werkelijk ben.
Op mijn werk heb ik de behoefte om te doen wat anderen van mij verwachten.
Ik voel me op mijn werk niet zoals ik werkelijk ik voel me op ben

○   ○   ○   ○   ○   ○

○   ○   ○   ○   ○   ○

○   ○   ○   ○   ○   ○   ○   ○

○   ○   ○   ○   ○   ○   ○   ○

○   ○   ○   ○   ○   ○   ○   ○

○   ○   ○   ○   ○   ○

Q22 Tot slot zou ik graag weten hoe u op de hoogte bent gebracht van deze vragenlijst. Via welk kanaal heeft u de vragenlijst ontvangen? ○ Derks & Derks B.V. ○ Sociale Media

○ Persoonlijk benaderd ○ Anders, namelijk

Indien u geïnteresseerd bent in de resultaten van dit onderzoek, kunt u uw e-mailadres hieronder invullen. Uw e-mailadres wordt niet gekoppeld aan uw persoonlijke gegevens, waardoor uw anonimiteit gewaarborgd blijft. Naar verwachting ontvangt u de resultaten in augustus 2021, maar gezien de omstandigheden in het land kan dit uitlopen. Mocht dit zo zijn, dan wordt u daarvan op de hoogte gesteld.

Als u in de toekomst wilt meewerken aan dit onderzoek, kunt u hieronder uw e-mailadres invullen. Uw mailadres zal strikt vertrouwelijk behandeld worden en uitsluitend gebruikt worden voor een eventuele vervolgmeting.

Hartelijk dank voor uw deelname en vergeet alstublieft niet op 'verzenden' te klikken!