

## *Thesis*

### **The need for job crafting in a changing work environment**

*A study at the relationships between regulatory focus, job crafting and work outcomes work engagement and perceived employability*

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## Index

Chapter 1: Introduction.....	4
1.1 Job crafting.....	5
1.2 Job crafting and work engagement.....	6
1.3 Job crafting and perceived employability.....	8
1.4 Regulatory focus and job crafting.....	9
1.5 Mediation effects.....	11
1.6 Current study.....	12
Chapter 2: Method.....	12
2.1 Participants.....	12
2.2 Procedure.....	13
2.3 Measurement instruments.....	14
2.4 Statistical analysis.....	15
Chapter 3: Results.....	15
3.1 Confirmatory factor analysis.....	15
3.2 Correlational analyses.....	16
3.3 Regression analyses.....	16
3.4 Mediation effects.....	18
Chapter 4: Discussion.....	20
4.1 Job crafting and outcome variables.....	21
4.2 Regulatory focus and job crafting.....	22
4.3 Limitations of the current research and future research.....	23
4.4 Theoretical and practical implications.....	24
4.5 Conclusion.....	25
References.....	26
Appendix.....	29

## **Abstract**

The purpose of the current study was to examine the relationships between regulatory focus, job crafting (i.e., increasing structural and social job resources, increasing challenging job demands and decreasing hindering job demands) and work outcomes work engagement and perceived employability. Questionnaires were collected among 383 registered candidates from a consultation bureau that operates within the branches pharmacy, medical devices, food and healthcare. It appeared that promotion focus led to an increase of structural and social job resources and challenging job demands, while prevention focus led to a decrease of hindering job demands. Furthermore, it also appeared that job crafting had a positive effect on work engagement and perceived employability, but also a negative effect on work engagement through the decrease of hindering job demands. The results showed that job crafting acted as a mediating factor in the relationship between promotion focus and work outcomes. The current study shows the negative and positive effects of job crafting, and points to the significance for managers to stimulate and inform employees about job crafting, while taking individuals' foci into account.

*Keywords: job crafting, regulatory focus, work engagement and perceived employability*

## **Samenvatting**

Het doel van deze studie was het onderzoeken van de relaties tussen regulatiefocus, job crafting (verhogen van structurele en sociale job resources, het verhogen van uitdagende job demands en het verlagen van hinderende job demands) en werkuitkomsten werkbevoegenheid en waargenomen employability. Onderzoek is uitgevoerd onder 383 geregistreerde kandidaten van een adviesbureau, die in de branches farmacie, medical devices, voedingsmiddelenindustrie en gezondheidszorg opereert. Uit de resultaten bleek dat promotiefocus tot een verhoging van structurele en sociale job resources en uitdagende job demands leidde, terwijl preventiefocus tot een verlaging van hinderende job demands leidde. Daarnaast bleek dat job crafting een positief effect had op werkbevoegenheid en waargenomen employability, maar ook een negatief effect had op werkbevoegenheid door het verlagen van verhinderende job demands. De resultaten lieten zien dat job crafting een mediërende factor was in de relatie tussen promotiefocus en werkuitkomsten. Het huidige onderzoek laat de negatieve en positieve effecten van job crafting zien. Verder wijst het onderzoek op het belang voor managers om werknemers te stimuleren en te informeren over job crafting, terwijl er rekening gehouden wordt met de individuele focus van werknemers.

*Kernwoorden: job crafting, regulatiefocus, werkbevoegenheid en waargenomen employability*

## **1. Introduction**

Organizations of nowadays are operating in a changing environment. Global, economic and technological developments and the competitive pressure force organizations to continually adapt to the environment. Change is needed to survive in an uncertain environment (Cummings & Worley, 2009). The uncertainty in organizations and recent developments of today have implications for employees' job design. Job design describes "how jobs, tasks, and roles are structured, enacted, and modified, as well as the impact of these structures, enactments, and modifications on individual, group, and organization outcomes" (Grant & Parker, 2009). Traditionally, job design represents a top-down process in which managers are responsible for structuring and modifying employees' jobs (Grant & Parker, 2009). This approach is being criticized for not taking the changes in work contexts and the growing complexity of jobs into account. Flexible work arrangements, virtual teams, telework and the attendance of self-managing teams are examples of the increased complexity of jobs today (Peeters, De Jonge, & Taris, 2013). Grant and Parker (2009) suggest that management in organizations can no longer design fixed and static jobs, but rather need flexible jobs. In these jobs tasks and roles are continually changed and developed by employees, allowing them to respond on demands and opportunities. Many scholars suggest that employees should participate more proactively in work design than before (Grant & Parker, 2009).

A specific form of proactive behavior is job crafting, where individuals make changes in their work to meet their own preferences and needs, within the context of defined jobs (Tims, Bakker & Derks, 2013). Through job crafting, an employee can cope with uncertainty and changes, and can adapt to challenges and constraints caused by their job (Berg, Wrzesniewski, & Dutton, 2010). The goal of this present study is to focus on job crafting and the relationship with antecedents and outcomes. One of the possible antecedents of job crafting is regulatory focus, as proposed by Tims and Bakker (2010). Regulatory focus refers to the process where individuals bring themselves in alignment with their goals and standards (Higgins, 1997). Regulatory focus theory proposes that individuals can have a promotion focus and/or a prevention focus. It states that individuals with a promotion focus are oriented towards aspirations and accomplishments, while individuals with a prevention focus are oriented towards responsibilities and safety (Higgins, 1997). It can be expected that the regulatory focus of individuals influences the degree of job crafting, because of the changes individuals will make in their job to reach their preferences, needs and personal goals. This study examines the effect of promotion and prevention focus on job crafting. Furthermore, it will examine the influence of job crafting and regulatory focus on work engagement and

perceived employability. To our knowledge, research on these relationships is still scarce and it therefore significant to examine these relationships.

It is important for organizations and managers to know which factors lead to job crafting of employees and the effects job crafting has on employees' work engagement and employability. Boselie (2010) predicts that only employees that are employable will have good career opportunities and security within today's high-changing and uncertain work environment. It is therefore important for employees to be aware of the relationship between job crafting and employability, knowing how to craft their jobs to become more employable.

### *1.1 Job crafting*

Wrzesniewski and Dutton (2001) introduced and defined job crafting as “the physical and cognitive changes individuals make in the task or relational boundaries in their work”. Physical changes refers to changing the number or form of job activities, whereas cognitive changes points to altering how one sees the job. Relational changes refers to the determination of how often and with whom employees interact at work. The core characteristic of job crafting is that employees alter job characteristics on their own initiative (Peeters et al., 2013). This distinguishes job crafting from job design and other bottom-up design approaches. Because it is difficult for organizations to create optimal job designs for individuals, job crafting is a way to accommodate employees' unique backgrounds, motives and preferences (Peeters et al., 2013). Wrzesniewski and Dutton (2001) suggest that employees will craft their jobs from three individual needs: control over a job, creating a positive self-image and connections with other persons. Petrou, Demerouti, Peeters, Schaufeli, and Hetland (2012) also put forward that individuals craft their jobs to create healthy and motivating conditions in which they can work. Job crafting will eventually affect the meaning of the work and one's work identity (Wrzesniewski & Dutton, 2001).

Tims and Bakker (2010) framed job crafting in the context of the Job Demands-Resources model (JD-R model; Bakker & Demerouti, 2007). This model assumes that all job characteristics in a work environment can be categorized in 1) job demands, “physical and psychological aspects of the job that require sustained effort or skills and therefore are associated with certain physiological and/or psychological costs”, or 2) job resources, “physical and psychological aspects of the job that either/or may be functional in achieving work goals, may reduce job demands and the associated costs and may stimulate personal growth and development” (Bakker and Demerouti, 2007). The JD-R model proposes two underlying psychological processes (Bakker & Demerouti, 2007). The health impairment

process refers to the occurrence of job strain through the exposure of job demands, causing an exhaustion of resources and eventually depletion of energy and an increase of health problems. The motivational process refers to the motivational role that job resources have, leading to the experience of work engagement and stimulating individual growth and achievement.

In the study of Tims and Bakker (2010) job crafting was defined as “the changes that employees may make to balance their job demands and job resources with their personal abilities and needs”. Tims, Bakker, & Derks (2012) examined this definition by distinguish four job crafting dimensions: 1) increasing structural job resources, 2) increasing social job resources, 3) increasing challenging job demands and 4) decreasing hindering job demands. The difference between the two types of job resources lies in the impact of the job resources. Structural job resources mainly impact job design aspects, such as opportunities for autonomy and development, whereas social job resources have impact on the social aspects of the job, such as social support and feedback (Tims et al., 2012). Examples of challenging job demands include high workload and time pressure (Tims et al., 2012). These demands can promote personal growth and stimulate to reach difficult goals (Crawford, LePine, & Rich, 2010). Otherwise, hindering job demands are stressful demands that barriers personal growth, learning and reaching goals. Psychological demands, role ambiguity and conflict are examples of these demands. Employees may decrease their job demands when they perceive them as overwhelming (Tims et al., 2012).

### *1.2 Job crafting and work engagement*

A positive outcome of job crafting is work engagement (Tims et al., 2012). Work engagement is defined as “a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli, Bakker, & Salanova, 2006). Vigor can be seen as a motivational concept and refers to high levels of energy and mental resilience. Dedication can be characterized as involvement in and commitment to one’s work. The third dimension, absorption, refers to concentration on and immersion in work, and the difficulty to detach oneself from work.

Bakker, Hakanen, Demerouti, and Xanthopoulou (2007) examined the relationship between job resources, job demands and work engagement. The authors suggest that job resources have an intrinsic motivational role by facilitating learning and personal development, and have an extrinsic motivational role by providing instrumental help for the achievement of work goals. This leads to more commitment and engagement to a job.

Furthermore, Crawford et al. (2010) found positive relationships between job resources and work engagement. Tims et al. (2013) also indicates that crafting structural and social job resources has a positive relationship with well-being, namely high work engagement, high satisfaction and low burnout. Taken together, these studies give empirical and theoretical support for the relationship between job resources and work engagement.

Work engagement is positively associated with seeking challenges (Petrou et al., 2012). Challenging demands trigger positive emotions and an active coping style (Crawford et al., 2010). Employees who respond to challenging job demands will feel more engaged, because they are stimulated to use their skills and abilities, and view these demands as leading to personal growth and satisfaction with the job (Berg, Dutton, & Wrzesniewski, 2008). Challenging job demands motivate employees to reach difficult goals, even though these require more effort (Tims et al., 2012). Furthermore, a study of Tims et al. (2013) found a positive relationship between an increase of challenging job demands and work engagement.

Hindering job demands can harm personal growth and tend to trigger a passive or emotional coping style (Crawford et al., 2010). Therefore, Tims et al. (2013) proposed in their study that decreasing hindering job demands would result in better performance and enjoying work, for employees who felt overwhelmed by these demands. However, this study provided no evidence for the relationship with work engagement. Unexpectedly, a significant relation was found between the reduction of hindering job demands and a high score on cynicism. Cynicism is one of the core dimensions of burnout and the opposite of the dimension dedication of work engagement (Maslach & Letier, 1997; in Peeters et al., 2013). Reducing job demands can protect one's well-being and reduce stress, but through a decreased workload the extinguishment of challenges can result in a less stimulating environment (Petrou et al., 2012). This can lower one's work engagement and eventually result in cynicism and withdrawing from work. The study of Petrou et al. (2012) showed a negative relationship between decreasing hindering job demands and work engagement.

Based on the propositions of the JD-R model and research outcomes described above, the following hypotheses are formulated:

*Hypothesis 1a:* increasing structural job resources has a positive relationship with work engagement.

*Hypothesis 1b:* increasing social job resources has a positive relationship with work engagement.

*Hypothesis 1c:* increasing challenging job demands has a positive relationship with work engagement.

*Hypothesis 1d:* decreasing hindering job demands has a negative relationship with work engagement.

### *1.3 Job crafting and perceived employability*

In addition to the transition from fixed to flexible job designs, the career of employees has changed as well. Careers within the context of a limited number of organizations have been replaced by boundaryless careers within the context of multiple organizations (Fugate, Kinicki, & Ashforth, 2004). Employees view organizations as places where skills can be used and developed, and no longer as communities of lifelong employment (Grant & Parker, 2009). Currently, the career and personal development of the employee are dependent upon the investments and initiatives of the employee, rather than the employer (Boselie, 2010; van der Heijde & van der Heijden, 2006). Van der Heijden (2002) argues that continuous development of individuals in a job by learning new skills, will enable them to make optimal use of their qualities and capabilities, also called employability. This view partly overlaps with job crafting, in which individuals shape their job to meet their own preferences, needs and personal goals (Wrezeniewski & Dutton, 2001).

Job crafting can be expected to lead to an increase of individuals' employability. Tims et al. (2012) found that increasing structural and social job resources and challenging job demands were associated with higher levels of employability. In this study job crafting behavior was self-rated, while the outcome employability was rated by peers. The focus lay on a proactive employability dimension of van der Heijde and van der Heijden (2006), namely anticipation and optimization. This dimension refers to "the way an employee prepares for future work changes in order to strive for the best possible job and career outcomes" (Tims et al., 2012). It was expected that employees who decrease their hindering job demands show implicitly that they are not able to deal with their job demands and therefore will be seen as less employable (Tims et al., 2012). However, decreasing hindering demands showed no relationship with employability. Furthermore, associations between hindering job demands and other variables, like performance and work engagement, were not found either. The authors suggested that the underlying processes that motivate employees to decrease their hindering job demands may be different from the processes that motivate employees to

increase job resources and challenging job demands (Tims et al., 2012). Despite these outcomes present study expects a negative relationship between decreasing hindering job demands and employability.

In the current study the definition of Cuyper and De Witte (2008) of employability is used, namely “the perceived opportunity of the employee for employment”. In this definition two dimensions are included: the opportunity for employment inside versus outside an organization and the opportunity for a better versus another employment. When individuals participate in job crafting behavior and they succeed in reaching their goals, the expectation is that they also will perceive their chances positively to keep their employment or obtain better employment. Fugate et al. (2004) argue that the ability of individuals to adapt and change proactively is associated with employability. Crafting jobs proactively could be an effective mechanism to obtain career advancement and work improvement (Chan & Dar, 2013). Based on previous discussions and research findings, the following hypotheses will be examined in this study:

*Hypothesis 2a:* increasing structural job resources has a positive relationship with perceived employability.

*Hypothesis 2b:* increasing social job resources has a positive relationship with perceived employability.

*Hypothesis 2c:* increasing challenging job demands has a positive relationship with perceived employability.

*Hypothesis 2d:* decreasing hindering job demands has a negative relationship with perceived employability.

#### *1.4 Regulatory focus and job crafting*

One of the possible antecedents of job crafting is regulatory focus. Higgins (1997) introduced the regulatory focus theory, where self-regulation refers to the process in which individuals want to align themselves with their goals and standards. Higgins (1997) extended the basic hedonic principle that individuals have the tendency to avoid pain and to seek pleasure. The author distinguished two different self-regulatory systems: promotion and prevention focus (Higgins, 1997). Individuals who are promotion-focused strive for growth and development,

whereas prevention-focuses individuals strive for security. Another difference between these two systems is the standards and goals people have. Promotion-focused people aim to reach goals which are associated with the ideal self, namely their hopes, wishes and aspirations. On the other hand, prevention-focused people aim to fulfill goals which are related to the ought self, referring to their duties, obligations and responsibilities (Higgins, 1997). When people succeed in reaching their goals and aligning themselves with their ideal or ought selves, people with a promotion focus will experience the pleasure of gain because they want to maximize positive outcomes. In contrast, people with a prevention focus will experience the pleasure of non-loss because negative outcomes are minimized.

Tims and Bakker (2010) suggest that regulatory focus may be a possible antecedent of job crafting. The authors assume that individuals with a promotion focus may be more likely to change aspects of a job in order to be more satisfied and effective than individuals with a prevention focus. Promotion-focused people are more open to change compared to prevention-focused people (Lieberman, Idson, Camacho, & Higgins, 1999). An opportunity for change has the benefit of providing advancement and accomplishment, but also has the risk to introduce an error. Individuals with a promotion focus will take the opportunity to change, where individuals with a prevention focus rather not take the risk, to maintain safety and security (Lieberman et al., 1999). Furthermore, Wrezniewski and Dutton (2001) propose that individuals who view work as a calling will be more likely to craft their jobs because of their focus on the enjoyment of useful and meaningful work. A calling orientation could be associated with promotion focus because of the underlying intrinsic motivation. Promotion-focused people have growth and developmental needs which motivate them to bring themselves into alignment with their ideal selves (Brockner & Higgins, 2001). Hence, a promotion focus is about the will of people to reach their aspirations, which means that people are more intrinsically motivated (Fried, Grant, Lewi, Hadani, & Slowik, 2007). On the other hand, people with a prevention focus are more extrinsically motivated because they have to fulfill duties and responsibilities (Fried et al., 2007).

In general, promotion-focused individuals tend to be alert on positive outcomes and seek for possibilities that are relevant for attaining success (Higgins, 1997). As mentioned before, job resources can be functional in achieving work goals and stimulate personal growth, learning and development (Bakker & Demerouti, 2007). Since promotion-focused people want to grow and develop themselves, it is expected that they will be inclined to increase their structural and social job resources. It is also likely they want to take hold of and increase their challenging job demands to meet their needs and goals. For the same reason it is

less likely that individuals with a promotion focus will decrease their hindering job demands. Based on previous discussions the following hypotheses will be studied:

*Hypothesis 3a:* promotion focus has a positive relationship with increasing social job resources.

*Hypothesis 3b:* promotion focus has a positive relationship with increasing structural job resources.

*Hypothesis 3c:* promotion focus has a positive relationship with increasing challenging job demands.

*Hypothesis 3d:* promotion focus has a negative relationship with decreasing hindering job demands.

Individuals with a prevention focus tend to be alert on negative outcomes, such as failures (Higgins, 1997). Prevention-focused people possibly respond actively on job demands when they barrier reaching their goals. When feeling overwhelmed by these hindering job demands, a possibility is that they will decrease these demands to obtain safety and stability. On the other hand, according to Liberman et al. (1999) it is less likely that prevention-focused individuals will take the opportunity to change. Furthermore, prevention-focused people probably feel responsible to obtain their duties, and probably also for their hindering job demands. Because of the multiple ways prevention focus could relate to decreasing hindering demands, this relationship will only be examined exploratory.

### *1.5 Mediation effects*

It is likely that a promotion focus, by influencing job crafting, may eventually lead to work engagement and perceived employability. Through job crafting, job resources and challenging job demands can be raised, which may have an effect on work engagement and perceived employability. This means that job crafting could act as a mediating factor between promotion focus, work engagement and perceived employability. This leads to the examination of the following hypotheses:

*Hypothesis 4a:* the relationship between promotion focus and work engagement will be mediated by the increasing of structural and social job resources and challenging job demands.

*Hypothesis 4b:* the relationship between promotion focus and perceived employability will be mediated by the increasing of structural and social job resources and challenging job demands.

### 1.6 Current study

In this study an amount of hypotheses will be examined concerning the relationships between regulatory focus, job crafting, work engagement and perceived employability. The hypotheses are shown in Figure 1.

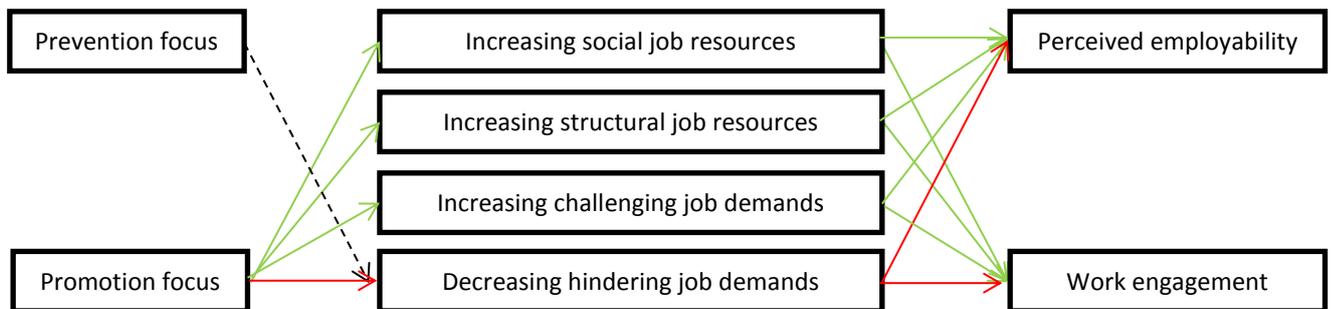


Figure 1. *The expected relationships between regulatory focus, job crafting, work engagement and perceived employability.*

## 2. Method

### 2.1 Participants

This study is based on an online survey, in which 383 participants has completed the questionnaire. A total of 162 women (42.3%) and 221 men (57.7%) participated in the study. The average age of the participants was 44.87 years (SD = 9.29). Age ranged from 18 to 70 years. The educational level of the participants was relatively high (see Table 1). An amount of the participants were entrepreneur (13.3%). No large differences were found between entrepreneurs and non-entrepreneurs. Therefore, the group entrepreneurs was not removed from the current study. Table 2 shows the branches in which the participants were deployed.

Table 1: *Education level*

Education level	% of the participants
Primary school	0.0
MAVO, LBO, VMBO	1.3
HAVO, MBO	6.0
VWO	1.8
HBO	38.6
WO	52.2

Table 2: *Branches*

Branch	% of the participants
Food industry	9.2
Pharmacy/ Biotechnology industry	43.0
Medical devices/ Laboratorial supplies	13.0
Healthcare	11.1
Other	23.7

## 2.2 Procedure

The data were collected among candidates from the company Derks & Derks B.V in the period of 25 February until 31 March. This company is an independent consultation bureau for recruitment and selection, assessment and coaching, that operates within the branches pharmacy, medical devices, food and health care. Derks & Derks B.V. especially aims at highly educated professionals. Participants were first approached with a newsletter by intranet that contained an introduction to the study. This briefing explained the purpose of the study and emphasized the anonymity and confidentiality of the results of the research. A week later a second email was sent, which contained a link to the online survey. The link was also spread via other channels, such as LinkedIn. After completing the questionnaire the participants were debriefed again about the purpose of the research and about the examination of the variables job crafting, regulatory focus, work engagement and perceived employability. Furthermore, the participants were asked if they wanted information about the results of the research. They could leave their email-address if they wanted to.

### *2.3 Measurement instruments*

In the online survey the following variables were measured: demographic and control variables, regulatory focus, job crafting, work engagement and perceived employability. Cronbach's alpha was judged by means of prescriptions of Nunnally and Bernstein (1994). A study on group level should have a reliability coefficient of 0.60 or higher to be sufficient and 0.70 or higher to be considered as good.

#### *2.3.1. Job crafting*

Job crafting was measured with the 21-items scale Job Crafting Scale developed by Tims et al. (2012). It consist of a 5-point Likert scale that ranged from 'never' to 'often'. The scale measures four dimensions: increasing structural job resources (five items,  $\alpha = .71$ , e.g., "I try to learn new things at work"), increasing social job resources (five items,  $\alpha = .78$ , e.g., "I ask others for feedback on my job performance"), increasing challenging job demands (five items,  $\alpha = .69$ , e.g., "when there is not much to do at work, I see it as a chance to start new projects") and decreasing hindering job demands (six items,  $\alpha = .73$ , e.g., "I make sure that my work is mentally less intense"). After performing a principal component analysis one item of the dimension increasing structural job resources and one item of the dimension increasing challenging job demands were removed. Therefore, Chronbach's alpha of the former dimension raised ( $\alpha = .74$ ), while Chronbach's alpha of the latter dimension decreased ( $\alpha = .66$ ). All dimensions had a reliability coefficient considered as sufficient or higher.

#### *2.3.2. Regulatory focus*

The variable regulatory focus was examined with the Work Regulatory Focus Scale, developed by Neubert, Kacmar, Carlson, Chonko & Roberts (2008). Participants could answer on a 6-points scale, that ranged from 'never' to 'always'. The scale consisted of two dimensions: promotion focus (9 items,  $\alpha = .82$ , e.g., "I take chances at work to maximize my goals for advancement") and prevention focus (9 items,  $\alpha = .84$ , e.g., "I do everything I can to avoid loss at work"). Cronbach's alpha was for both dimensions high.

#### *2.3.3. Work Engagement*

Work engagement was measured with the 9-item version of the Utrecht Work Engagement Scale (UWES; Schaufeli et al., 2006). The scale consists of a 7-point Likert scale ranging from 'never' to 'always'. The UWES measures the three dimensions of work engagement: vigor (e.g., "at my work, I feel bursting with energy"), dedication (e.g., "I am enthusiastic

about my job”) and absorption (e.g., “I am immersed in my work”). Cronbach’s alpha was high for vigor ( $\alpha = .88$ ), dedication ( $\alpha = .92$ ) and absorption ( $\alpha = .82$ ). The reliability coefficient of the total scale was also high ( $\alpha = .93$ ).

#### *2.3.4. Perceived employability*

Perceived employability was measured with a Dutch version of the 8-item scale of De Cuyper and De Witte (2008), composed by Akkermans (2013). This scale consists of two dimensions which leads to the following four factors: intern qualitative employability, extern qualitative employability, intern quantitative employability and extern quantitative employability. The scale consist of a 5-point Likert scale ranged from ‘totally disagree’ to ‘totally agree’. A sample item of this scale is: “I could find a different, better, job if I would want to”. Cronbach’s alpha was good ( $\alpha = .80$ ).

#### *2.4 Statistical analysis*

To analyze the data, the program Statistical Program for Social Sciences (SPSS) 19.0 was used. The hypotheses were tested with regression analyses. Mediation-effect was examined by following the procedure recommended by Baron and Kenny (1986). After checking the conditions for mediation, the PROCESS procedure of Hayes (2012) was performed.

### **3. Results**

#### *3.1 Confirmatory factor analysis*

The scale dimensions of regulatory focus and job crafting were explored to examine whether they could be distinguished empirically. A principal component analysis (PCA) was conducted on the 21 items of the Job Crafting Scale and on the 18 items of the Regulatory Focus Scale with a orthogonal rotation (varimax).

First, five components of job crafting had eigenvalues over Kaiser’s criterion of 1 and in combination explained 54,46% of the variance. After checking the screen plot, the conclusion was that the slope of the curve leveled out after four factors, rather than five. Based on these outcomes, four factors were specified to extract. The four factors explained 49,63% of the variance. The Rotated Component Matrix showed that all items had significant loadings on the intended factors, except for two items of the dimensions increasing structural job resources and increasing challenging job demands. These dimensions seemed to overlap. After removal of these items, PCA showed that all items had significant loadings on the intended factors with a explained variance of 51.55%.

Furthermore, four components of regulatory focus had eigenvalues over Kaiser's criterion of 1 and explained 59,60% of the variance. Based on the screen plot, two factors were specified to extract. Importantly, all items had significant loadings on the intended factors. The two factors explained 43,88% of the variance.

### 3.2 Correlational analyses

Table 3 displays the means, standard deviations and intercorrelations of the study variables. Increasing structural job resources, social job resources and challenging job demands were positively related with promotion focus, work engagement and perceived employability. Decreasing hindering job demands was positively related to prevention focus and negatively related to work engagement. Promotion focus was positively related to work engagement and perceived employability, while prevention focus was unrelated to these outcomes. Furthermore, it appeared that promotion focus and prevention focus were weakly related ( $r = .14, p < .01$ ). The high correlation ( $r = .50, p < 0.1$ ) between increasing structural job resources and challenging job demands indicates again an overlap between the dimensions.

Tabel 3. *M, SD en intercorrelations between the variables, N=383*

	M	SD	Stru- JR	Soc- JR	Chal- JD	Hind- JD	Prom- foc.	Prev- foc.	Work- eng.	Perc- empl.
Increasing structural job resources	3.74	0.62		.42**	.50**	-.05	.40**	.06	.48**	.25**
Increasing social job resources	2.65	0.69			.38**	.11*	.29**	.06	.32**	.28**
Increasing challenging job demands	3.16	0.72				-.05	.39**	.01	.35**	.20**
Decreasing hindering job demands	1.82	0.51					.02	.19**	-.20**	-.06
Promotion focus	4.27	0.69						.14**	.23**	.24**
Prevention focus	4.03	0.80							.02	-.06
Work engagement	4.85	1.03								.30**
Perceived employability	3.23	0.65								

Note: \*\*  $p < .01$ .

#### 3.3.1 Regression analyses with job crafting and work engagement

The four dimensions of job crafting explained 29,5% of the variance in work engagement ( $F(2, 378) = 39.59, p < .01$ ). In Hypothesis 1a, 1b and 1c, it was proposed that employees who

craft more structural and social job resources and challenging job demands also show an increase in work engagement. The results showed that these dimensions significantly predicted work engagement (see Table 4). The most pronounced effect was found for the employees who increased their structural job resources ( $\beta = .36, p < .01$ ). Furthermore, it was expected that employees who craft hindering job demands show a decrease in work engagement (Hypothesis 1d). Table 4 shows that decreasing hindering job demands significantly predicted a decrease in work engagement.

### 3.3.2 Regression analyses with job crafting and perceived employability

The four dimensions of job crafting explained 10.9% of the variance in perceived employability ( $F(2, 378) = 11.51, p < .01$ ). It was expected that increasing social and structural job resources and challenging job demands leads to increased perceived employability (Hypothesis 2a, 2b and 2c), and that decreasing hindering job demands leads to decreased perceived employability (Hypothesis 2d). Table 4 shows that increasing social and structural job resources significantly predicted an increase in perceived employability. The other two hypotheses were not supported.

Table 4. Regression analyses of job crafting and outcomes work engagement and perceived employability

	Work engagement		Perceived employability	
	R <sup>2</sup>	$\beta$	R <sup>2</sup>	$\beta$
Model	.295**		.109**	
Increasing structural job resources		.36**		.13**
Increasing social job resources		.15**		.22**
Increasing challenging job demands		.11*		.05
Decreasing hindering job demands		-.19**		-.08

Note: \* $p < .05$ , \*\*  $p < .01$ .

### 3.3.3 Regression analyses with regulatory focus and job crafting

The two regulatory foci explained 15.6 % of the variance in job crafting ( $F(2, 380) = 35.20, p < .01$ ). It was expected that promotion focus would show an increase in crafting social and structural job resources and challenging job demands (Hypothesis 3a, 3b and 3c). Table 5 shows that the results supported these hypotheses. Furthermore, it was proposed that promotion focus would lead to a decrease of crafting hindering job demands (Hypothesis 3d). The proposed negative relationship was not supported in this study ( $\beta = -.01, ns$ ). The relationship between prevention focus and decreasing hindering demands was examined exploratory. A significant effect was found ( $\beta = .19, p < .01$ ), indicating that prevention focus led to a decrease of hindering job demands.

Table 5. Regression analyses of regulatory focus and job crafting

	Struc-JR		Soc-JR		Chall-JD		Hind-JD	
	R <sup>2</sup>	B	R <sup>2</sup>	$\beta$	R <sup>2</sup>	$\beta$	R <sup>2</sup>	$\beta$
Model	.157**		.081**		.156**		.035**	
Promotion focus		.40**		.28**		.40**		-.01
Prevention focus		.01		.02		-.04		.19**

Note: \*\*  $p < .01$ .

### 3.4 Mediation effects

Mediation effects were examined following the PROCESS procedure of Hayes (2012). Preacher & Hayes (2004) recommend a bootstrapping approach above the Sobel test because it makes fewer unrealistic assumptions and it is more powerful. PROCESS generates 5000 resamples and from each of these samples an indirect effect is computed. When the indirect effect is positive and statistically different from zero, as evidenced by a 95% bias-corrected bootstrap confidence interval, a partial mediation effect is present. The lower limit (LLCI) and the upper limit (ULCI) of this confidence interval will be displayed.

First, the criteria for mediation of Baron & Kenny (1986) were established. They suggest that there has to be a significant relationship between the independent variable and the mediator, the independent variable and the dependent variable and the mediator and the dependent variable (controlled by the independent variable). If these assumptions are checked, the bootstrapping method can be performed.

### 3.4.1 Promotion focus leads to work engagement through job crafting (Hypothesis 4a)

Decreasing hindering job demands as mediating variable in the relationship between prevention focus and work engagement did not meet the assumptions of Baron & Kenny (1986) and the results are therefore not displayed. The dimensions increasing structural and social job resources and challenging job demands as mediating variables in the relationship between promotion focus and work engagement met with the assumptions of Baron & Kenny (1986). After including the dimension increasing structural job demands, the relationship between promotion focus and work engagement was no longer significant (see Table 6). This indicates that increasing structural job resources fully mediated the relationship between promotion focus and work engagement. Including the dimensions increasing social job resources and increasing challenging job demands decreased the effect of promotion focus on work engagement (see Table 6).

Table 6. *R square and beta of promotion focus before and after adding job crafting as a mediating variable*

	Work engagement		Perceived employability	
	R <sup>2</sup>	β	R <sup>2</sup>	β
Model 1	.054**		.057**	
Promotion focus		.23**		.25**
Model 2	.235**		.086**	
Promotion focus		.05		.17**
Increasing structural job resources		.46**		.19**
Model 3	.124**		.106**	
Promotion focus		.15**		.17**
Increasing social job resources		.28**		.23**
Model 4	.133**		-	
Promotion focus		.11*		-
Increasing challenging job demands		.31**		-

Note: \*p<.05. \*\*p<.01

To examine whether significantly partial mediation effects were present, the PROCESS procedure of Hayes (2012) was performed. It appeared that increasing social job resources

and challenging job demands were significant mediating variables in the relationship between promotion focus and work engagement. The size of these effects are showed in Table 7.

Table 7. *Point estimates and confidence intervals for indirect effects of job crafting as mediator in the relationship between promotion focus and work engagement.*

Variable			Point estimate	SE	LLCI	ULCI
Increasing resources	structural	job	.27*	.0434	.1962	.3678
Increasing resources	social	job	.12*	.0320	.0633	.1890
Increasing demands	challenging	job	.18*	.0362	.1153	.2582

Note: \*p<.05.

### 3.4.2 Promotion focus leads to perceived employability through job crafting (Hypothesis 4b)

Only the dimensions increasing structural job resources and increasing social job resources met with the assumptions of Baron & Kenny (1986). After including these dimensions, the explained variance of promotion focus on perceived employability decreased (see Table 6). The bootstrap method showed that increasing structural and social job resources were significant mediating variables in the relationship between promotion focus and perceived employability. However, the size of these effects have to be taken into account in the interpretation of the results (see Table 8).

Table 8. *Point estimates and confidence intervals for indirect effects of job crafting as mediator in the relationship between promotion focus and perceived employability.*

Variable			Point estimate	SE	LLCI	ULCI
Increasing resources	structural	job	.07*	.0216	.0315	.1167
Increasing resources	social	job	.06*	.0193	.0288	.1053

Note: \*p<.05.

## 4. Discussion

The aim of the current study was to examine the relationship between regulatory focus, job crafting and outcome variables work engagement and perceived employability among 383

registered candidates from an independent consultation bureau. The focus of this bureau lies in recruitment and selection, assessment and coaching, and operates within the branches pharmacy, medical devices, food and health care. Furthermore, the role of job crafting in the relationship between regulatory focus and outcomes variables was examined. The results of this study contribute to what is currently known about these relationships.

#### *4.1 Job crafting and outcome variables work engagement and perceived employability*

It was expected that increasing structural and social job resources and challenging job demands would lead to an increase in employees' work engagement. Previous studies showed that job resources and challenging job demands positively predict work engagement (Tims et al., 2013; Crawford et al., 2010). The current study confirms these expectations. This means that it is important for employees to craft job resources and challenging job demands in their job to obtain more work engagement. It appeared that especially increasing structural job resources had an impact on work engagement. By crafting structural job resources, individuals may be better able to use their skills and abilities, resulting in more work engagement (Tims et al., 2012). Furthermore, it was expected that decreasing hindering job demands would lead to a decrease in work engagement. This expectation is confirmed by the current study. The impact of job demands on work engagement corresponds with previous research of Petrou et al. (2012). The authors suggest that seeking challenges results in motivational and positive outcomes at work, while decreasing job demands lowers a challenging and stimulating environment, thus resulting in less motivational outcomes at work (Petrou et al., 2012).

Furthermore, the current study demonstrates the effect of increasing structural and social job resources on perceived employability. When employees want to obtain high employability they are required to learn new skills, use their capacities to the fullest, and ask colleagues and supervisors for advice and feedback (Tims et al., 2012). Remarkable is that the current study found no effects of increasing challenging job demands and decreasing hindering job demands on employability. It could be that the effects of job demands on employability are only visible on the long term. Furthermore, increasing job resources could be an more influential variable than increasing or decreasing job demands. Especially increasing social job resources appeared to have a positive influence on employees' employability. It is possible that interaction with other people and social networking is of great value in finding a better or another job. However, the influence of job demands on employability needs to be further investigated.

#### *4.2 Regulatory focus and job crafting*

It was expected that promotion focus would lead to an increase of structural and social job resources and challenging job demands. The current study confirms these hypotheses. This means that employees who score high on promotion focus are more likely to actively craft their jobs. These results add to the assumption of Tims and Bakker (2010), that individuals with a promotion focus are more likely to craft their jobs to become more satisfied and effective in their jobs. Promotion-focused individuals are motivated to bring themselves into alignment with their ideal selves (Brockner & Higgins, 2001). Increasing job resources and challenging job demands could be effective mechanisms to achieve these goals.

The present study also demonstrates that increasing job resources and challenging job demands mediated the relationship between promotion focus and work engagement. Moreover, it appeared that an increase of structural job resources completely mediated this relationship. In previous research was found that individuals with a strong promotion focus were more engaged in their work (Brenninkmeijer, Demerouti, le Blanc and Emmerik, 2010). The current study adds to the existing literature by clarifying the role of job crafting in this relationship. The role of job crafting as a mediating variable in the relationship between promotion focus and perceived employability was also examined. It appeared that this relationship was explained partly by increasing social and structural job resources. However, this effect was very small. This indicates that besides job crafting, individuals' regulatory focus is also an important variable that influences employees' employability. The will to achieve challenging work goals is related to finding another or a better job. It could be interesting for future research to focus on the impact of regulatory focus on other work outcomes (e.g., job performance) and examine job crafting as a mediating factor.

No evidence was observed for a negative effect of promotion focus on the level of crafting hindering job demands. This means that a focus on growth and development is not related to a decrease of hindering job demands. Exploratory research of the role of prevention focus showed that employees with a prevention focus decreased their hindering job demands more than people without a prevention focus. This result gives new insight and adds to assumptions made in previous studies. Higgins (1997) suggests that people with a prevention focus are inclined to be alert on negative outcomes and failures. Furthermore, a study of Idson, Liberman, & Higgins (2000) found that pain of failing in reaching goals was more intense with prevention-focused people compared to promotion-focused people. In addition, individuals with a prevention focus are more likely to be aware of the presence of job demands in their work environment and are more likely to respond on these demands

(Brenninkmeijer et al., 2010). It is possible that prevention-focused people lower their hindering job demands to retain safety and stability, if they think these hindering job demands lead to negative outcomes.

#### *4.3 Limitations of the current research and future research*

The findings reported should be interpreted against some limitations. First, an important limitation regards the cross-sectional nature of the present study. Cause-and-effect inferences could not be made and reverse causality is possible for the relationships found in the current study. Future research should use a longitudinal design to give more insight into the relationships between regulatory focus and the outcome variables, and the role of job crafting as a mediating factor.

A second limitation is that this study consisted of only self-report data, which could distort the results (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Future research should integrate more objective data. Therefore, a recommendation is to include managers' or colleagues' opinion about the employability of an employee, besides the employee's own perception of employability. Furthermore, these perceptions could clarify the role of job demands when examining the impact of job crafting on employability.

Furthermore, it should be noted that after the reduction of two items of the Job Crafting Scale the dimension increasing challenging job demands had a Chronbach's alpha of 0.66, which is lower than the recommended level of 0.70 (Nunnally & Bernstein, 1994). Future research should focus on the development of a job crafting scale with a higher reliability.

A final limitation of the present study needs to be addressed, namely the low response percentage. Besides the 9775 individuals who were reached, the questionnaire was also spread via other communication channel, but only 383 individuals respond. The response rate may affect the representativeness of the sample and therefore the generalizability of the results.

The majority of the participants of the present study were highly educated and this may limit the generalizability of the results to specific groups of workers. Wrzesniewski and Dutton (2001) suggest that employees with higher education are more likely to craft their jobs, probably because of higher positions at work. Further research should focus on lower or intermediate educated workers. Furthermore, a large percentage of the sample was deployed in the pharmacy or biotechnological industry. These branches have a highly regulated work environment and this probably effects the degree of job crafting. It is for instance likely that employees in the concerning branches are not able to lower their hindering job demands

because of the high systematical way of working. Tims & Bakker (2010) suggest that autonomy and task independence play an important role in the possibilities to change the job design. The possibility to decide for oneself how tasks are performed may be a precondition for job crafting (Wrzesniewski & Dutton, 2001). Furthermore, when employees heavily rely on the performance of colleagues, a change in how and when a job is performed has an effect on the work of colleagues (Tims & Bakker, 2010). It is difficult for employees who bear with high task independence to make changes in a job design. Future research could examine job crafting and regulatory focus within work settings with high and low autonomy and task independence.

#### *4.4 Theoretical and practical implications*

This study adds to the existing literature concerning the relationships between job crafting and work outcomes. By showing the positive effects of crafting job resources and challenging job demands on work engagement, results of previous research are confirmed (Tims et al., 2013; Crawford et al., 2010). Furthermore, the negative effect of decreasing hindering job demands on work engagement is clarified, adding to previous research (Tims et al., 2013; Petrou et al., 2012). The current study also points to the significance of crafting job resources to find a better or another job.

This study has also provided insights in the relationships between job crafting and regulatory focus. By showing the impact of promotion focus on the increase of job resources and challenging job demands and the impact of prevention focus on the decrease of hindering job demands, this study points to the relevance of these self-regulatory systems. Furthermore, the current study is among the first that addressed the mediation role of job crafting in the relationship between promotion focus and outcome variables work engagement and perceived employability. The finding that job crafting is an important process variable for understanding the relationship between promotion focus and work engagement, may have implications for theories about the impact of individuals' focus on work outcomes. Moreover, this study points to the significance of taking individual differences into account when examining work outcomes.

Finally, this study has practical implications for organizations, managers and employees. Several studies have indicated that engaged employees are healthier and perform better at work, which results in positive organizational outcomes (Bakker & Demerouti, 2007). It is important for managers to provide opportunities and to stimulate employees when they take initiative to craft their job resources and challenging job demands, because of the

positive impact it has on work engagement. Managers could also inform employees about the negative effect of decreasing hindering job demands and about different ways to craft their job, especially for employees who score low on promotion focus. Lastly, the current study demonstrates that it is significant for employees to search for resources in their work to increase their employability.

#### *4.5 Conclusion*

The present study has extended our insights in the relationships between regulatory focus, job crafting and work outcomes. The results of this study suggest that job crafting can be an effective mechanism for employees to obtain work goals and develop themselves, but also show the negative effect of decreasing hindering job demands. Increasing the understanding why and how employees craft their jobs may help managers to encourage such behaviors, while taking individuals' foci into account. Job crafting is an opportunity for organizations and employees to raise the work engagement and employability of employees.

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## **Appendix**

### *1. Briefing*

Onderwerp: Aankondiging onderzoek ‘regie nemen in uw carrière’

Hoe bevlogen bent u? Hoe maakt u uw eigen werk (nog) leuker, boeiender, uitdagender?

Hierin kunt u regie nemen! Doet u dat ook?

Derks & Derks investeert graag en voortdurend in onderzoek naar aan ons vak gerelateerde arbeids- en organisatiepsychologische thema’s. In samenwerking met de Universiteit Utrecht lanceren wij binnenkort daarom een onderzoek naar ‘job crafting’: de mate waarin mensen hun werk fysiek en mentaal aanpassen, zodat ze dit werk (nog) meer betekenis geven.

De regie van dit onderzoek ligt bij Dr. Veerle Brenninkmeijer

(<http://www.uu.nl/medewerkers/vbrenninkmeijer/0>) en wordt uitgevoerd door Stagiaire Marleen Hekkert-Koning.

Omdat u als professional ingeschreven staat in de database van Derks & Derks nodigen wij u binnenkort uit om aan dit onderzoek deel te nemen. Uiteraard gebeurt dit anoniem en worden uw antwoorden niet verbonden aan uw inschrijving bij Derks & Derks.

Dit onderzoek onder de hoogopgeleide professionals uit onze database is belangrijk. Uw deelname is nodig om dit thema nader te onderzoeken. U ondersteunt stagiaire Marleen en draagt bij aan kennis over dit thema en aan de ontwikkeling van methoden en technieken om werk NOG boeiender te maken.

Uw bijdrage wordt zeer op prijs gesteld.

Met vriendelijke groet,

Jan Derks

Directeur

Informatie: Marleen Hekkert-Koning: [marleen@derksenderks.nl](mailto:marleen@derksenderks.nl), 033-4728087.

## 2. *Questionnaire*

### **Beginpagina**

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Geachte relatie,

Wij stellen het zeer op prijs dat u meewerkt aan dit onderzoek! In deze vragenlijst zullen er vragen gesteld worden omtrent uw werk. Uw antwoorden zullen geheel anoniem en vertrouwelijk verwerkt worden in het onderzoek. De resultaten van de vragenlijst zullen door de Universiteit Utrecht verwerkt worden en zullen niet verbonden worden aan Derks & Derks B.V.

Het invullen vergt een investering van 10 - 15 minuten. Aan het einde van deze vragenlijst wordt er een toelichting gegeven over het doel van het onderzoek. Wanneer u voor- of achteraf vragen of suggesties heeft, dan hoor ik die graag via [marleen@derksenderks.nl](mailto:marleen@derksenderks.nl). Alvast hartelijk dank voor uw deelname.

Met vriendelijke groet,

Marleen Hekkert

(Studente Arbeids- en Organisatie Psychologie Universiteit Utrecht en stagiaire bij Derks & Derks B.V.)

dr. Veerle Brenninkmeijer

(Onderzoekbegeleidster Universiteit Utrecht)

drs. Jan Derks

(Directeur Derks & Derks B.V.)

### **Hoofdsectie**

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Hieronder vragen wij u een persoonlijke code aan te maken. Met behulp van deze code kunnen we bij eventueel vervolgonderzoek uw antwoorden koppelen, en blijft uw anonimiteit gewaarborgd. Deze code wordt uitsluitend door de Universiteit Utrecht beheerd en zal niet worden verbonden aan Derks & Derks.

De persoonlijke code bestaat uit de 4 cijfers van uw geboortedag, de eerste letter van de voornaam van uw vader, gevolgd door de eerste letter van de voornaam van uw moeder.

Voorbeeld: Is uw geboortedag 6 oktober, de voornaam van uw vader Bert en de voornaam van uw moeder Jannie, dan wordt uw persoonlijke code dus: 0610BJ

Wat is uw persoonlijke code? .....

### **Achtergrondgegevens**

---

*Hieronder staan eerst een aantal vragen over uw persoonlijke situatie. Na het invullen kunt u op verder klikken, waarna u door de vragenlijst wordt geleid.*

Wat is uw geslacht? Man / Vrouw

Wat is uw leeftijd? .....

Wat is uw hoogst afgeronde opleiding?

1. Lagere school
2. MAVO, LBO, VMBO
3. HAVO, MBO
4. VWO
5. HBO
6. WO

Heeft u een leidinggevende functie? Ja / Nee

Bent u zelfstandig ondernemer? Ja / Nee

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

Hoeveel jaar bent u werkzaam in uw huidige functie? .....

Rond uw antwoord af op hele jaren.

Tot welke functiegroep behoort uw functie?

1. QA / regulatory affairs
2. Technisch
3. Sales/ marketing
4. Medische expert
5. IT
6. HRM

- 7. Inkoop
- 8. Financiën
- 9. Administratief
- 10. Planning / logistiek
- 11. R&D
- 12. QC / laboratorium
- 13. Management/ Directie

In welke branche bent u momenteel werkzaam?

- 1. Voedingsmiddelenindustrie
- 2. Farma/ Biotechnologie industrie
- 3. Gezondheidszorg
- 4. Medical Devices /  
Laboratoriumbenodigdheden
- 5. Overig

### **Job Crafting Scale**

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

- 1. Ik zorg ervoor dat ik mijn capaciteiten optimaal benut
- 2. Ik zorg ervoor dat ik niet teveel hoef om te gaan met personen wier problemen mij emotioneel raken
- 3. Ik vraag collega's om advies
- 4. Ik probeer mezelf bij te scholen
- 5. Als er nieuwe ontwikkelingen zijn, sta ik vooraan om ze te horen en uit te proberen
- 6. Ik vraag of mijn leidinggevende tevreden is over mijn werk
- 7. Ik zorg ervoor dat ik zelf kan beslissen hoe ik iets doe
- 8. Ik zorg ervoor dat ik minder moeilijke beslissingen in mijn werk hoef te nemen
- 9. Ik probeer nieuwe dingen te leren op mijn werk
- 10. Ik vraag anderen om feedback over mijn functioneren
- 11. Ik zorg ervoor dat ik minder emotioneel inspannend werk moet verrichten
- 12. Ik zoek inspiratie bij mijn leidinggevende
- 13. Ik probeer mezelf te ontwikkelen
- 14. Ik neem geregeld extra taken op me hoewel ik daar geen extra salaris voor ontvang

15. Ik zorg ervoor dat ik niet teveel hoef om te gaan met mensen die onrealistische verwachtingen hebben
16. Als het rustig is op mijn werk, zie ik dat als een kans om nieuwe projecten op te starten
17. Ik vraag mijn leidinggevende om mij te coachen
18. Ik zorg ervoor dat ik minder geestelijk inspannend werk hoef te verrichten
19. Ik probeer mijn werk wat zwaarder te maken door de onderliggende verbanden van mijn werkzaamheden in kaart te brengen
20. Als er een interessant project voorbij komt, bied ik mezelf proactief aan als projectmedewerker
21. Ik zorg ervoor dat ik me niet lange tijd achter elkaar hoef te concentreren

### **Utrecht Work Engagement Scale**

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*De volgende uitspraken gaan over de manier waarop u uw werk beleeft en hoe u zich daarbij voelt. Kies bij elke uitspraak het voor u best passende antwoord.*

1. Op mijn werk bruis ik van energie
2. Als ik werk voel ik me fit en sterk
3. Als ik 's morgens opsta heb ik zin om aan het werk te gaan
4. Ik ben enthousiast over mijn baan
5. Mijn werk inspireert me
6. Ik ben trots op het werk dat ik doe
7. Ik ga helemaal op in mijn werk
8. Mijn werk brengt me in vervoering
9. Wanneer ik heel intensief aan het werk ben, voel ik mij gelukkig

### **Work Regulatory Focus Scale**

---

*De onderstaande vragen gaan over uw persoonlijke houding ten opzichte van het werk.*

1. Ik concentreer mij op het correct volbrengen van mijn taken om mijn baanzekerheid te vergroten
2. Op het werk focus ik mij op het voltooien van de aan mij toegewezen taken.
3. Het vervullen van de plichten op mijn werk is erg belangrijk voor mij.

4. Op het werk streef ik ernaar mijn verantwoordelijkheden en plichten opgelegd door anderen, te volbrengen.
5. Op het werk ben ik vaak gefocust op taken die mijn behoefte aan veiligheid ondersteunen.
6. Ik doe er alles om mislukkingen op het werk te voorkomen.
7. Baanzekerheid is een belangrijke factor voor mij bij iedere zoektocht naar een baan.
8. Ik richt mijn aandacht op het vermijden van mislukking op mijn werk.
9. Ik let goed op dat ik mijzelf niet blootstel aan mogelijke mislukkingen op mijn werk.
10. Ik grijp mijn kansen op het werk om mijn doelen voor vooruitgang te vergroten
11. Ik heb de neiging om risico's te nemen in mijn werk om succes te bereiken.
12. Als ik de mogelijkheid had om mee te werken aan een zeer risicovol, maar zeer belonend project zou ik dat zeker doen.
13. Als mijn baan geen mogelijkheden gaf om door te groeien, dan zou ik waarschijnlijk een nieuwe baan zoeken.
14. De kans om te groeien is een belangrijke factor voor mij, bij iedere zoektocht naar een baan.
15. Ik focus mij op het volbrengen van taken die mij verder doen groeien in mijn baan.
16. Ik besteed veel tijd aan nadenken over hoe ik mijn ambities ga vervullen.
17. Mijn werkprioriteiten worden beïnvloed door een duidelijk beeld van hoe ik zou willen zijn.
18. Op mijn werk word ik gemotiveerd door mijn ambities en idealen.

### **Perceived Employability Scale**

---

*De volgende stellingen gaan over de mogelijkheden die u hebt in uw loopbaan. Kies bij iedere stelling het antwoord dat op u van toepassing is.*

1. Ik vind gemakkelijk een andere baan als ik mijn huidige baan verlies.
2. Ik zou snel ander werk kunnen vinden, als ik daar naar zou zoeken.
3. Ik ben in staat om bij een ander bedrijf een betere baan te vinden als ik daar naar zou zoeken.
4. Ik zou een andere, betere baan kunnen vinden als ik dat zou willen.
5. Ik ben in mijn huidige werk inzetbaar voor verschillende soorten werk.
6. Ik ben in staat om bij mijn huidige werkgever door te stromen naar andere functies.

7. Ik kan in mijn huidige baan hogerop komen.
8. Ik zou binnen mijn huidige organisatie door kunnen groeien naar een betere baan.

## **Eindpagina**

---

U bent nu aan het einde gekomen van dit onderzoek. We willen u hartelijk bedanken voor uw deelname!

Hier volgt een korte toelichting over de inhoud en het doel van het onderzoek:

In dit onderzoek wordt job crafting gemeten, of te wel: welke aanpassingen maakt u in uw werk, om uw werk (nog) meer betekenis te geven? Vervolgens wordt er gekeken of er een verband is met uw persoonlijke houding ten opzichte van het werk. Ziet u kansen en mogelijkheden waardoor u kunt verder groeien in uw werk, of focust u zich op het volbrengen van uw taken en het voorkomen van mislukkingen in uw werk? Het één sluit het ander niet uit, en beiden kunnen tot positieve uitkomsten leiden. Tenslotte worden de verbanden tussen bovenstaande constructen en de uitkomsten vermoeidheid, bevlogenheid en inzetbaarheid onderzocht.

Indien u verder geïnformeerd wilt worden over de resultaten van dit onderzoek, willen wij u vragen om uw e-mailadres hieronder in te vullen. Deze resultaten zult u in juli 2014 ontvangen. Uw email-adres wordt niet gekoppeld aan uw persoonlijke antwoorden waardoor uw anonimiteit gewaarborgd blijft.

Wilt u geïnformeerd worden over de resultaten van het onderzoek? Ja / Nee

U kunt hier uw e-mailadres invullen: .....

Wilt u ter bevestiging nogmaals uw emailadres invullen? .....

Eventuele vragen en/of opmerkingen over het onderzoek kunt u hieronder achterlaten.

.....

### 3. SPSS syntax

*Allereerst zijn er variabelen gemaakt van de verschillende dimensies van job crafting, regulatiefocus en bevlogenheid.*

```
DATASET ACTIVATE DataSet1.
```

```
COMPUTE Bevlogenheid_Vigor=MEAN(Bevlogenheid_A,Bevlogenheid_B,Bevlogenheid_C).  
EXECUTE.
```

```
COMPUTE Bevlogenheid_Dedication=MEAN(Bevlogenheid_D,Bevlogenheid_E,Bevlogenheid_F).  
EXECUTE.
```

```
COMPUTE Bevlogenheid_Absorption=MEAN(Bevlogenheid_G,Bevlogenheid_H,Bevlogenheid_I).  
EXECUTE.
```

```
COMPUTE JobCrafting_strucJR=MEAN(JobCrafting_A,JobCrafting_D,JobCrafting_G,JobCrafting_I,  
JobCrafting_deel2_C).  
EXECUTE.
```

```
COMPUTE JobCrafting_socJR=MEAN(JobCrafting_C,JobCrafting_F,JobCrafting_J,JobCrafting_deel2_A,  
JobCrafting_deel2_F).  
EXECUTE.
```

```
COMPUTE JobCrafting_challJD=MEAN(JobCrafting_E,JobCrafting_deel2_B,JobCrafting_deel2_E,  
JobCrafting_deel2_H,JobCrafting_deel2_I).  
EXECUTE.
```

```
COMPUTE  
JobCrafting_hindJD=MEAN(JobCrafting_B,JobCrafting_K,JobCrafting_H,JobCrafting_deel2_D,  
JobCrafting_deel2_G,JobCrafting_deel2_J).  
EXECUTE.
```

```
COMPUTE  
Preventiefocus=MEAN(Regulatiefocus_A,Regulatiefocus_B,Regulatiefocus_C,Regulatiefocus_D,  
Regulatiefocus_E,Regulatiefocus_F,Regulatiefocus_G,Regulatiefocus_H,Regulatiefocus_I).  
EXECUTE.
```

```
COMPUTE  
Promotiefocus=MEAN(Regulatiefocus_deel2_A,Regulatiefocus_deel2_B,Regulatiefocus_deel2_C,  
Regulatiefocus_deel2_D,Regulatiefocus_deel2_E,Regulatiefocus_deel2_F,Regulatiefocus_deel2_G,  
Regulatiefocus_deel2_H,Regulatiefocus_deel2_I).  
EXECUTE.
```

```
COMPUTE JobCrafting_strucJR_4items=MEAN(JobCrafting_A,JobCrafting_D,JobCrafting_I,  
JobCrafting_deel2_C).  
EXECUTE.
```

```
COMPUTE  
JobCrafting_challJD_4items=MEAN(JobCrafting_deel2_B,JobCrafting_deel2_E,JobCrafting_deel2_H,  
JobCrafting_deel2_I).
```

EXECUTE.

COMPUTE

Bevlogenheid\_Total=MEAN(Bevlogenheid\_A,Bevlogenheid\_B,Bevlogenheid\_C,Bevlogenheid\_D,Bevlogenheid\_E,Bevlogenheid\_F,Bevlogenheid\_G,Bevlogenheid\_H,Bevlogenheid\_I).

EXECUTE.

COMPUTE

Employability\_Total=MEAN(Employability\_A,Employability\_B,Employability\_C,Employability\_D,Employability\_E,Employability\_F,Employability\_G,Employability\_H).

EXECUTE.

*Vervolgens zijn er correlatie analyses uitgevoerd om de relaties tussen job crafting, regulatiefocus, bevlogenheid en waargenomen employability te onderzoeken.*

CORRELATIONS

/VARIABLES=Bevlogenheid\_Total Employability\_Total JobCrafting\_structJR\_4items JobCrafting\_socJR  
JobCrafting\_challJD\_4items JobCrafting\_hindJD  
Preventiefocus Promotiefocus  
/PRINT=TWOTAIL NOSIG  
/STATISTICS DESCRIPTIVES XPROD  
/MISSING=PAIRWISE.

*De volgende regressie analyses zijn uitgevoerd om de verbanden tussen job crafting, regulatiefocus, bevlogenheid en waargenomen employability te meten.*

REGRESSION

/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Bevlogenheid\_Total  
/METHOD=ENTER JobCrafting\_structJR\_4items JobCrafting\_socJR JobCrafting\_challJD\_4items  
JobCrafting\_hindJD.

REGRESSION

/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Employability\_Total  
/METHOD=ENTER JobCrafting\_structJR\_4items JobCrafting\_socJR JobCrafting\_challJD\_4items  
JobCrafting\_hindJD.

REGRESSION

/MISSING LISTWISE  
/STATISTICS COEFF OUTS R ANOVA  
/CRITERIA=PIN(.05) POUT(.10)  
/NOORIGIN  
/DEPENDENT Bevlogenheid\_Total  
/METHOD=ENTER Preventiefocus Promotiefocus.

```
REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT Employability_Total
/METHOD=ENTER Preventiefocus Promotiefocus.
```

```
REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT JobCrafting_structJR_4items
/METHOD=ENTER Preventiefocus Promotiefocus.
```

```
REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT JobCrafting_socJR
/METHOD=ENTER Preventiefocus Promotiefocus.
```

```
REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT JobCrafting_challJD_4items
/METHOD=ENTER Preventiefocus Promotiefocus.
```

```
REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT JobCrafting_hindJD
/METHOD=ENTER Preventiefocus Promotiefocus.
```

*Tenslotte zijn er mediatieanalyses uitgevoerd met de PROCESS-tool van Andrew Hayes. In verband met de lengte van de syntax zijn deze analyses niet als bijlage toegevoegd.*