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Leading into job crafting

A study examining the relationships between charismatic leadership, well-being and innovative work behavior and the mediating role of job crafting.

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Abstract

This cross-sectional study investigated the possible predictors and outcomes of job crafting. We examined whether charismatic leadership, through its influence on job crafting behaviors, is associated with occupational well-being and innovative work behavior. Data were collected from 333 candidates at Derks & Derks, a consulting firm that mainly operates in the life sciences. Results were analyzed using multiple-mediation analysis. The findings suggest that charismatic leadership stimulates crafting social and structural resources, but has no effect on job demands. Moreover, the relationship between charismatic leadership and occupational well-being is partially mediated by crafting structural resources. Furthermore, crafting job resources and challenging demands have a positive relationship with innovative work behavior, whereas crafting hindering demands exhibits no significant relationship. Lastly, the different forms of job crafting have different associations with occupational well-being, however crafting hindering demands seems negatively related to engagement. This study is among the first to examine charismatic leadership as an antecedent of job crafting and innovative work behavior as a possible outcome. This study also considered job crafting as a mediator between charismatic leadership and occupational wellbeing and between charismatic leadership and innovative work behavior. Implications and recommendations for theory and practice are discussed.

Keywords: Charismatic leadership, job crafting, innovative work behavior, work engagement and emotional exhaustion

CHARISMATIC LEADERSHIP, JOB CRAFTING, INNOVATIVE WORK BEHAVIOR AND OCCUPATIONALWELL-BEING

Introduction

In the past few decades, there have been dramatic changes in work contexts due to the global economy, developments in information and telecommunication technology, and changing consumer needs. Changes in work contexts include the rise of global work and virtual work, as well as the formation of self-managing teams that have a major effect on the complexity and flexibility of jobs (Cummings & Worley, 2015; Grant & Parker, 2009). To accommodate these complex changes, organizations have shifted from traditional hierarchical structures to more team-based structures, through which employees and teams exercise greater autonomy and manage day-to-day operations (Thayer, Rico, Salas, & Marlow, 2014). Roles, tasks, and projects are also constantly changing and shifting, creating an uncertain environment (Cummings & Worley, 2015; Grant & Parker, 2009). In such an environment, managers cannot expect employees to simply carry out their assigned tasks; they instead rely on proactive employees who adapt and introduce changes in jobs, roles, and tasks.

One of these proactive employee behaviors is job crafting. Job crafting is 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, p. 174). Although job crafting is a proactive behavior adopted by employees, it is possible that leaders not only have to rely on employees to adopt job crafting. Through their impact on motivation and their influence on the work environment, leaders could actively stimulate their employees to adopt job crafting behaviors (Northouse, 2016; Parker, Bindl, & Strauss, 2010). By adopting job crafting, employees are able to balance their job's demands and resources, a strategy that has been linked to occupational well-being (Bakker, Tims, & Derks, 2012; Rudolph, Katz, Lavigne, & Zacher, 2017; Tims et al, 2012; 2013). Job crafting can also lead to a less-studied outcome that benefits the organization: innovative work behavior, described as "all individual actions directed at the generation, introduction and application of beneficial novelty at any organizational level" (Kleysen & Street, 2001, p. 285). Parker (2000) argues that proactivity is important in innovation; as job crafting is a proactive behavior, it could promote innovative work behavior.

The purpose of this study is to further investigate possible predictors and outcomes of job crafting. Research has mainly focused on individual factors (Bakker et al., 2012; Bipp & Demerouti, 2015; Tims, Bakker, & Derks, 2014) or job characteristics (Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012) as possible antecedents of job crafting. However, leadership has received much less attention. By addressing leadership style, this study hopes to provide insight into the existing literature by identifying predictors that are related to job

crafting behaviors. Second, we aim to further investigate possible work outcomes of job crafting, aside from well-being. Innovative work behavior, although crucial to many organizations (De Jong & Den Hartog, 2010), is a little-studied outcome. By addressing innovative work behavior as a possible outcome of job crafting, this study contributes to the existing literature by considering a more organization-focused outcome. Overall, this study could provide insight into leadership styles that lead to employees' emotional exhaustion, engagement, and innovative behaviors, and indicate whether job crafting facilitates these relationships.

Job crafting

There are currently two main perspectives in the job crafting literature. The first was developed by Wrezesniewski and Dutton (2001), who used the term job crafting to describe "the physical and cognitive changes individuals make in the task or relational boundaries in their work" (p. 179). This definition has mainly been used by qualitative studies to investigate how employees craft their job (Lazazzara, Tims, & Gennaro, in press). The second perspective, used within this study and developed by Tims, et al. (2012) describes job crafting as ''the changes that employees may make to balance their job demands and job resources with their personal abilities and needs'' (Tims, et al., 2012, p. 174). The job-demands resources (JD-R) model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001) was used to frame this definition. According to the JD-R model, there are two types of job characteristics: job demands and job resources. Examples of job demands are a heavy workload and emotionally demanding interactions with others. They include all aspects of the job that require physical and/or psychological effort or skill and are therefore associated with certain physiological or psychological costs. Examples of job resources are autonomy and performance feedback. They include aspects of the job that are functional in achieving work goals and/or reduce job demands and the associated physiological and psychological costs. They also stimulate personal growth, learning, and development (Bakker & Demerouti, 2007; Tims et al., 2012). Further using the JD-R model, Tims et al. (2012) proposed that job crafting has four dimensions: increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands. The first dimension, crafting structural job resources, refers to resource variety, opportunity for development, and autonomy. Crafting social job resources refers to resources such as social support, supervisory coaching, and feedback. Crafting challenging job demands refers to increasing demands that promote learning, personal growth, and development. Finally, decreasing hindering job demands involves reducing the

level of job demands when work becomes too mentally or emotionally intense. However, an extensive meta-analysis by Rudolph et al. (2017) examining 122 independent studies representing 35,670 employees demonstrated that crafting hindering demands have unique correlations and predictive relationships (Rudolph et al., 2017).

Finally, job crafting is a bottom-up approach, which means that employees actively design their own work. This is in contrast to traditional top-down job redesign interventions, in which employees react more passively to their working environments (Miller, 2015; Tims, Bakker, & Derks, 2013). Moreover, job crafting is different from other proactive constructs, because the changes that job crafters make are primarily aimed at improving their person-job fit and work motivations (Tims et al., 2012). It is important to note that employees take the initiative to make these changes (Peeters, De Jonge, & Taris, 2014) within the frame of defined jobs (Tims et al., 2013).

Leadership and job crafting

Although job crafting is a bottom-up approach in which employees adjust their own jobs, employers must cultivate the necessary conditions to make the changes effective (Esteves & Lopes, 2017). These conditions could be influenced by a leader's actions, as leaders have a strong influence on employee behavior by impacting motivation and the work environment (Northouse, 2016; Parker & Bindle, 2010). Furthermore, Tims et al. (2013) imply that it is a leader's task to manage job crafting behaviors so that these behaviors can contribute to personal or organizational goals. Lastly, Wang, Demerouti, and Bakker (2016) propose that leader behavior can improve job crafting by creating trust and support and providing feedback. Thus, this study investigates leadership as a proposed antecedent of job crafting.

This study proposes that transformational or charismatic leadership in particular is a potential antecedent of job crafting. Charismatic or transformational leaders have a greater effect than transactional leadership, in which leaders reward employees for their efforts. They are able to achieve this by imbuing the work with more meaning, resulting in employees who are willing to do even more than is expected of them. Charismatic leaders use empowerment and charisma. Empowerment means that a leader gives individual attention to employees and encourages them to take initiative and claim responsibilities. Thus, both individual consideration (e.g. giving support, encouragement, and coaching) and intellectual stimulation (e.g. challenging employees to approach problems from a new perspective) are included in empowerment. Charisma means motivating by inspiration (able to provide vision and meaning) and influencing through ideals (generating admiration through a leader's actions) (De Hoogh,

Koopman, & Den Hartog, 2004). Therefore, it can be argued that charismatic leaders create the necessary conditions for employees to craft their jobs.

This argument is supported by Wang, Demerouti, and Le Blanc (2017), who found that transformational leadership stimulates job crafting, and by Hetland, Hetland, Bakker, and Demerouti (2018), who found a positive relationship between transformational leadership and crafting both social and structural job resources. However, they found no relationship between transformational leadership and crafting challenging job demands. Based on this reasoning and the research findings mentioned above, the following hypotheses are proposed:

H1a. Perceived charismatic leadership style is positively related to crafting job resources.

H1b. Perceived charismatic leadership style has no relationship with crafting challenging job demands.

The studies described above did not include crafting hindering demands. However, transformational leaders act as role models and express high expectations of their employees (Hetland et al. 2018). Therefore, it is unlikely that they advocate decreasing hindering job demands, in which employees would reduce levels of job demands when work becomes mentally or emotionally intense (Tims et al., 2012). Following this reasoning, the following hypothesis is proposed:

H1c. Perceived transformational leadership style has no relationship with crafting hindering demands.

Job crafting and well-being

Job crafting behaviors have been widely linked to occupational well-being (Bakker et al., 2012; Tims et al., 2012; 2013; Rudolph et al., 2017). According to Demerouti et al. (2001), work engagement and emotional exhaustion are important indicators of occupational well-being and are inherent in the JD-R model. Schaufeli, Bakker, and Salanova (2006, p. 702) define work engagement as "a positive, fulfilling work-related state of mind that is characterized by vigor, dedication and absorption." Vigor is a feeling of energy and strength along with mental resilience and perseverance. Dedication refers to strong involvement at work that is experienced as useful, meaningful, inspiring, and challenging. Finally, absorption refers to engaging in work

to an extent that time seems to fly (Schaufeli & Taris, 2014). Adversely, emotional exhaustion refers to the depletion or draining of emotional resources caused by interpersonal demands, resulting in work-related fatigue (Schaufeli & Salanova, 2014; Seidler et al., 2014).

A meta-analysis by Crawford, LePine, and Rich (2010) found that research using the JD-R model showed that job resources promote work engagement. This conclusion is supported by Bakker et al. (2012) and Rudolph et al. (2017), who found that employees who craft their jobs were predicted to be more engaged in their work. Therefore, crafting job resources and crafting challenging demands are related to work engagement. Tims et al. (2013) also found that crafting job resources leads to less emotional exhaustion, a finding supported by a meta-analysis by Rudolph et al. (2017) that found a negative relationship between overall job crafting and job strain. Thus, crafting job resources and crafting challenging demands had negative relationships with emotional exhaustion. However, a small positive relationship was found between crafting social resources and emotional exhaustion. Based on these research findings, the following hypotheses were formulated:

H2a. Crafting job resources and crafting challenging demands are positively associated with work engagement.

H2b. Crafting structural job resources and crafting challenging demands are negatively associated with emotional exhaustion.

H2c. Crafting social job resources is positively associated with emotional exhaustion.

Contrary to these findings, Tims et al. (2013) found no relationship between crafting hindering demands and well-being. Several studies even found a negative relationship between crafting hindering demands and well-being (Brenninkmeijer & Hekker-Koning, 2015; Petrou et al., 2012). In addition, Rudolph et al. (2017) found that lowering hindering job demands can lead to increased job strain. As mentioned previously, employee motivation is influenced by stimulation (Kass, Vodanovich, & Callender, 2001). Crawford et al. (2010) states that these motivational processes lead to work engagement. Therefore, decreasing hindering demands can reduce stimulation and lead to less work engagement and greater emotional exhaustion. Based on this theory and these research findings, the following hypotheses were formulated:

H3a. Crafting hindering demands is negatively associated with work engagement.

H3b. Crafting hindering demands is positively associated with emotional exhaustion.

Job crafting and innovative work behavior

Innovative work behavior is defined by Kleysen and Street (2001, p. 285) as "all individual actions directed at the generation, introduction and/ or application of beneficial novelty at any organizational level." Innovative work behavior differs from other proactive behaviors in that innovative behavior is by definition novel, whereas other proactive behaviors do not necessarily imply novelty (Unsworth & Parker, 2003). Innovation can be a highly valuable behavior for organizations, because it can enhance the chance of survival in a constantly changing work environment (Tims & Bakker, 2010). According to Hammond et al. (2011), job characteristics are important factors that stimulate employees to be innovative. Therefore, job crafting, in which employees actively change their job characteristics to fit their own needs, could result in more innovative work behavior.

Research by Seibert, Kraimer, and Crant (2001) and Parker, Bindl, and Strauss (2010) suggests that proactive people demonstrate more innovative behavior at work. Moreover, Frese and Fay (2001) argue that employees who take personal initiative in shaping their jobs often benefit organizations by cultivating innovation. In addition, flexibility in an employee's job design, such as the ability to alter job characteristics, promotes innovative activities through an increased sense of ownership of work-related issues (Dorenbosch, Van Engen, & Verhagen, 2005). Thus, people who adopt more proactive behaviors, such as job crafting, may also demonstrate more innovative behavior at work. This conjecture is supported by research by De Spiegelaere, Van Gyes, and Van Hootegem (2012), who found positive relationships between the crafting of job resources and challenging demands and the development of innovative work behavior. They did not find a significant relationship between crafting hindering demands and innovative work behavior. Based on this reasoning and the research findings mentioned above, the following hypotheses are proposed:

> *H4a.* Crafting job resources and challenging demands are positively associated with innovative work behavior.
> *H4b.* Crafting hindering demands has no significant relationship with innovative work behavior.

Leadership, well-being, and innovative work behavior

Leaders can create psychologically healthy workplaces by promoting healthy practices (Kelloway & Day, 2005). Bakker and Demerouti (2007) argue that the quality of the relationship between leader and employee and the appreciation, support, and effective feedback

from leaders could reduce the influence of job demands on the well-being of employees. This argument is supported by meta-analyses by Skakon, Nielsen, Borg, and Guzman (2010) and by Nielsen et al. (2017), who demonstrated that transformational leadership is related to higher levels of well-being and lower levels of burnout. Based on these research findings, the following hypotheses are proposed:

H5a. Perceived charismatic leadership style is positively associated with engagement.
H5b. Perceived charismatic leadership style is negatively associated with emotional exhaustion.

From a theoretical perspective, scholars posit that transformational leadership could be important for innovative work behavior. Bass and Avolio (1990) demonstrated that transformational leaders drive employees to generate original ideas by inspiring high performance and promoting intrinsic stimulation. This idea is supported by Afsar et al. (2014), who state that transformational leaders emphasize the range of talents among their employees, create and stimulate self-belief and confidence, and develop new visions for the future. Afsar et al. (2014) argue that these actions are important for cultivating innovative work behaviors in employees. However, few studies have investigated the relationship between transformational leadership and innovative work behavior (Amankwaa, Gyensare, & Susomrith, 2019). The existing studies on this relationship found that transformational leadership significantly promotes innovative work behavior (Choi et al., 2016; Masood & Afsar, 2017; Molodchik et al., 2016). Based on these research findings, the following hypothesis is proposed:

H6. Perceived charismatic leadership style is positively associated with innovative work behavior.

Mediation effects

In summary, research shows that charismatic leadership is associated with job crafting (Hetland et al., 2018; Wang et al., 2017) through their impact on motivation and influence on the work environment (Parker & Bindl, 2010). In addition, job crafting is related to well-being (Bakker et al., 2012; Crawford et al., 2010; Rudolph et al., 2017; Tims et al., 2013) and innovative behavior (De Spiegelaere et al., 2012). Furthermore, research shows that charismatic leadership is associated with occupational well-being (Nielsen et al. 2017; Skakon et al., 2010)

and innovative work behavior (Choi et al., 2016; Masood & Afsar, 2017; Molodchik et al., 2016). Based on these findings, it can be argued that job crafting mediates the relationship between charismatic leadership and well-being and between charismatic leadership and innovative work behavior. Therefore, the following hypotheses will be tested:

H7a. Job crafting mediates the relationship between perceived charismatic leadership style and work engagement.

H7b. Job crafting mediates the relationship between perceived charismatic leadership style and emotional exhaustion.

H7c. Job crafting mediates the relationship between perceived charismatic leadership style and innovative work behavior.

Method

Participants

The initial sample consisted of 467 individuals in life sciences industries. However, 134 participants did not complete the survey and were excluded, leaving 333 participants of whom 180 were women (54.1%) and 153 were men (45.9%). The participants were between 18 and 70 years old, with an average age of 44.80 (*SD* = 11.82). Additionally, most participants had higher vocational education (43.5%) or a university degree (41.1%). Some participants were self-employed (19.2%) and many participants worked in a managerial position (39.3%). More descriptive variables are reported in Table 1.

Table 1

Branches, educational level, and function group of participants (N = 333).

Category	Options	% of participants
Branch	Food industry	6.6
	Pharmaceutical/biotechnology industry	26.1
	Health care	18.6
	Medical devices/ laboratorial supplies	4.2
	Other	41.7
	Not applicable	6.0
Educational level	MAVO, LBO, VMBO	2.4
	HAVO, MBO	10.8
	VWO	2.1

	Higher Vocational Education	43.5
	University Degree	41.1
Function group	QA/ Regulatory Affairs	12.0
	Technical sales/ Marketing	7.2
	Medical Expert	3.9
	IT	2.7
	HRM	7.8
	Purchase	1.5
	Finance	2.7
	Administrative	5.7
	Planning/ Logistics	3.3
	R&D	6.3
	QC/ Laboratories	3.9
	Management/ Board	18.6
	Other	30.6
	Not applicable	3.3

Procedure

Data was collected over a period of four weeks using a Dutch online questionnaire from candidates at the organization Derks & Derks, a consulting firm that focuses on Recruitment & Selection, Secondment & Interim, Assessment & Development, HR Research, and Education & Training. The company focuses on higher-educated individuals and operates in pharmacy, medical devices, food, and healthcare. Two weeks in advance of the data collection, written correspondence was delivered, with information about the objective of the study and its confidentiality and anonymity. On March 3, 2018, an email invitation to participate in the survey was sent. The email included the importance of the study and contained the link to the survey. The candidates had assigned numbers in order to detect repeat questionnaires. The link was also distributed via other channels, such as LinkedIn. Two weeks after the first email, a second email was sent as a reminder.

Measures

Perceived charismatic leadership styles. Perceived charismatic leadership style was assessed with the Charismatic Leadership in Organizations Questionnaire (CLIO; De Hoogh et al., 2004), a Dutch questionnaire. The original questionnaire consists of 27 items and comprises

four dimensions. However, only the dimension of charismatic leadership (11 items, $\alpha = 0.94$, e.g. "Talks with employees about what's important for them") was used in this study. All items were rated on a 7-point Likert scale that ranged from 1 ("totally disagree") to 7 ("totally agree").

Job crafting. The *Job Crafting Scale* developed by Tims et al. (2012) was used to investigate job crafting. This questionnaire has 21 items with four dimensions: decreasing hindering job demands (six items, $\alpha = 0.71$, e.g. "I make sure that my work is mentally less intense"), increasing challenging job demands (five items, $\alpha = 0.77$, e.g. "If there are new developments, I am one of the first to learn about them and try them out"), increasing social job resources (five items, $\alpha = 0.81$, "I look to my supervisor for inspiration") and increasing structural job resources (five items, $\alpha = 0.70$, "I decide on my own how I do things"). All items were rated on a 5-point Likert scale that ranged from 1 ("never") to 5 ("often").

Work engagement. The shortened version of the *Utrecht Work Engagement Scale* (UWES; Schaufeli, Bakker, & Salonova, 2006) was used to assess work engagement. The scale measures three dimensions: absorption ($\alpha = 0.84$, e.g. "I feel happy when I am working intensely"), vigor ($\alpha = 0.88$, e.g. "At my job, I feel strong and vigorous"), and dedication ($\alpha = 0.92$, e.g. "I am enthusiastic about my job"). Items were scored on a 6-point Likert scale that ranged from 0 ("never") to 6 ("always"). Cronbach's alpha for the total work engagement scale was 0.93.

Emotional exhaustion. To assess emotional exhaustion, the *Utrechtse Burnout Scale* (UBOS; Schaufeli & Van Dierendonk, 2000) was used. The UBOS is the Dutch version of the *Maslach Burnout Inventory–General Survey* (MBI-GS; Schaufeli, Leiter, Maslach, & Jackson, 1996). The original questionnaire has 16 items in three dimensions (emotional exhaustion, cynicism, and professional efficacy). However, only emotional exhaustion was used in this study. This dimension consists of five items ($\alpha = 0.92$, e.g. "I feel burned out from my work"). Items were scored on a 7-point Likert scale that ranged from 0 ("never") to 7 ("always").

Innovative work behavior. Finally, innovative work behavior was assessed by Janssen's (2000, 2001) *Dutch Scale for Individual Innovative Behavior in the Workplace*, which consists of nine items. This questionnaire measures three stages of innovation: idea generation ($\alpha = 0.85$, e.g. "Creating new ideas for difficult issues"), idea promotion ($\alpha = 0.85$, e.g. "Mobilizing support for innovative ideas"), and idea realization ($\alpha = 0.85$, e.g. "Transforming innovative ideas into useful applications"), with three items for each dimension. Cronbach's alpha for the total innovative work behavior scale was 0.90. All items were rated on a 7-point Likert-scale ranging from 0 ("never") to 7 ("always").

Statistical analysis

SPSS version 25.0 was used to analyze the data. Before the analysis, assumptions regarding outliers, homoscedasticity, multicollinearity, and linearity were examined. After checking for the assumptions, descriptive variables and correlations between the study variables were checked. PROCESS macro version 3.3 using bootstrapping (Hayes, 2019) was used for the mediation analysis. A multiple-mediation model was used, in which the four job crafting dimensions were added simultaneously and corrected for coherence. Bootstrapping means repeatedly generating 1000 samples, with replacement, from the original data set (Field, 2013). Advantages of using bootstrapping are that there is no assumption of normality and there is greater statistical power (Hayes, 2013). See Figures 1 and 2 for the tested mediation paths.
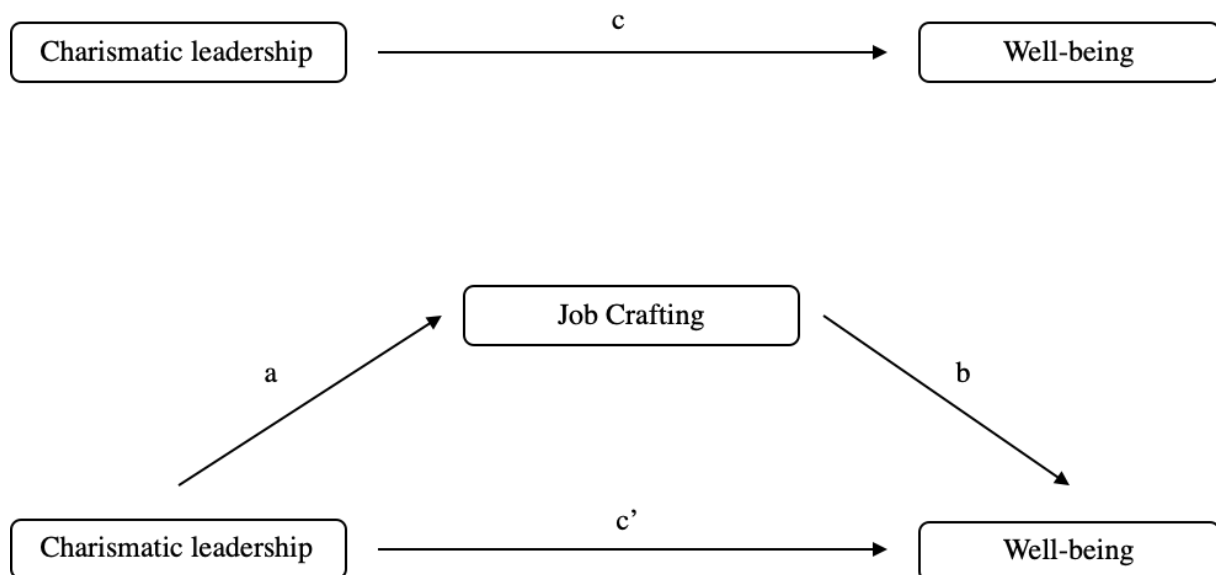

Figure 1. Basic model for mediation between charismatic leadership, job crafting, and well-being: total effect (c), indirect effect (ab) and direct effect (c').
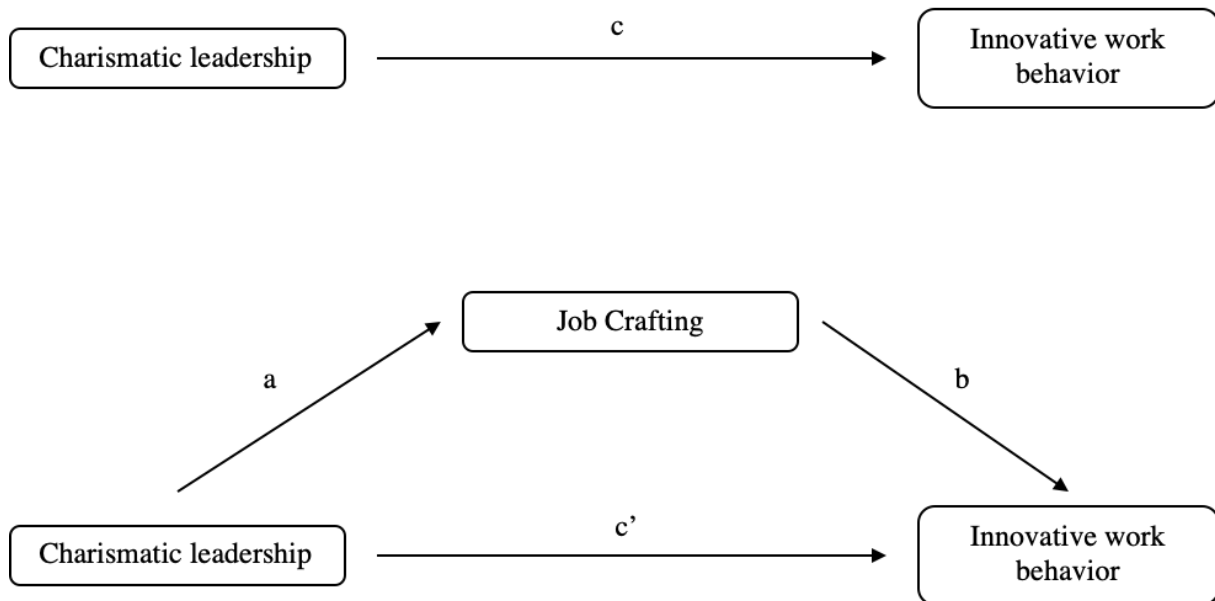
Figure 2. Basic model for mediation between charismatic leadership, job crafting, and innovative work behavior: total effect (c), indirect effect (ab) and direct effect (c').

Results

Descriptive results

The descriptive results of the study variables are reported in Table 2. The results indicated that charismatic leadership had positive correlations with crafting social and structural resources, but was not correlated with crafting hindering or challenging demands. Furthermore, crafting resources and challenging demands had positive correlations with engagement. This is in contrast with hindering demands, which were found to be negatively correlated with engagement. Furthermore, crafting structural resources was negatively correlated with emotional exhaustion, whereas crafting hindering demands had a positive correlation with emotional exhaustion. However, the expected correlation between crafting challenging demands and emotional exhaustion was not found. Lastly, crafting resources and crafting challenging demands had positive correlations with innovative work behavior, whereas no significant correlation was found for crafting hindering demands.

Table 2

Means, standard deviations, and correlations between the study variables (N = 333).

	M	*SD*	1	2	3	4	5	6	7	8
1. Charismatic leadership	4.66	1.34	-	0.15 **	0.28**	0.04	- 0.03	0.31**	- 0.15**	0.09
2. Crafting structural resources	3.62	0.66		-	0.57**	0.57**	0.01	0.38**	- 0.14*	0.31**
3. Crafting social resources	2.68	0.79			-	0.43**	0.11*	0.29**	- 0.01	0.28**
4. Crafting challenging demands	3.20	0.79				-	- 0.10	0.38**	- 0.10	0.51**
5. Crafting hindering demands	1.90	0.54					-	- 0.19**	0.18**	- 0.10
6. Work engagement	4.86	1.13						-	- 0.47**	0.41**
7. Emotional exhaustion	2.40	1.14							-	- 0.18**
8. Innovative work behavior	4.91	0.95								-

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

Charismatic leadership and job crafting

For examining the relationship between charismatic leadership and job crafting, a multiple-mediation analysis with the PROCESS macro developed by Hayes (2019) was used. Results confirmed *H1a*. Charismatic leadership was shown to be positively correlated with both crafting structural resources (*b* = 0.08, *p* < .01, see Table 3) and crafting social resources (*b* = 0.16, *p* < .00). Furthermore, charismatic leadership did not have a significant relationship with challenging demands (*b* = 0.03, *p* < .43), therefore confirming *H1b*. Hypothesis *1c* was also confirmed, as there was no relationship between perceived charismatic leadership and crafting hindering demands (*b* = -0.01, *p* < .60).

Job crafting and well-being

To examine the relationship between job crafting and well-being, also the multiple-mediation analysis was used. Confirming *H2a*, the analysis showed that crafting structural job resources ($b = 0.35$, $p < .00$, see Table 3) and crafting challenging demands ($b = 0.36$, $p < .00$, see Table 3) were positively related to work engagement. However, in contrast to *H2b*, crafting social job resources ($b = 0.02$, $p < .78$, see Table 3) showed no significant relationship with work engagement.

Hypothesis *2c* was only partially confirmed, as only crafting structural resources ($b = -0.28$, $p < .05$, see Table 4) was negatively related to emotional exhaustion. Social resources ($b = 0.18$, $p < .08$, see Table 4) and crafting challenging demands ($b = -0.06$, $p < .54$, see Table 4) did not demonstrate significant relationships with emotional exhaustion. Therefore, it appeared that only crafting structural resources led to lower levels of emotional exhaustion.

Hypothesis *3a* was also supported; crafting hindering demands was negatively associated with work engagement ($b = -0.35$, $p < .00$, see Table 3). Finally, crafting hindering demands was positively associated with emotional exhaustion ($b = 0.33$, $p < .00$, see Table 4), confirming *H3b*.

Job crafting and innovative work behavior

A multiple-mediation analysis was also used for examining the relationships between job crafting and innovative work behavior. Hypothesis *3a* proposed that crafting job resources and challenging demands are positively related to innovative work behavior. However, only crafting challenging demands ($b = 0.55$, $p < .00$, see Table 5) demonstrated a significant relationship with innovative work behavior. Crafting social resources ($b = 0.05$, $p < .43$) and crafting structural resources ($b = 0.05$, $p < .59$) were not significantly correlated with innovative work behavior, so *H3a* could only be partially confirmed. Lastly, *H3b* was confirmed by the lack of a significant relationship between crafting hindering demands and innovative work behavior ($b = -0.11$, $p < .21$).

Charismatic leadership and well-being

The hypotheses regarding charismatic leadership in relation to well-being were also confirmed. First, perceived charismatic leadership was positively related to work engagement ($b = 0.27$, $p < .00$, see Table 3), confirming *H5a*. This suggests that when perceived charismatic leadership increases, levels of work engagement also increase. Furthermore, charismatic leadership was negatively related to emotional exhaustion ($b = -0.13$, $p < .00$, see Table 4),

supporting *H5b*. This result indicates that when perceived charismatic leadership increases, levels of emotional exhaustion decrease.

Charismatic leadership and innovative work behavior

Hypothesis *6* predicted that charismatic leadership is positively related to innovative work behavior. However, charismatic leadership demonstrated no significant relationship with innovative work behavior (b = 0.06, *p* < 0.11, See Table 5), so this hypothesis was not confirmed.

Mediation effects

Hypothesis *7a* stated that job crafting would mediate the relationship between perceived charismatic leadership and work engagement. This hypothesis was partially confirmed. The bootstrapping method (Hayes, 2013) demonstrated that charismatic leadership was indirectly associated with work engagement via crafting structural resources (*b* = 0.03, CI [0.005, 0.053], see Table 3). This relationship was partially mediated, as there was still a direct effect in the relationship between charismatic leadership and work engagement (*b* = 0.22, CI [0.140, 0.304]). However, there were no indirect effects in the relationship between crafting social resources and engagement (*b* = 0.00, CI [-0.024, 0.032]), crafting challenging demands and engagement (*b* = 0.01, CI [-0.016, 0.032]), and crafting hindering demands and engagement (*b* = 0.00, CI [-0.012, 0.022]).

Furthermore, charismatic leadership was indirectly associated with emotional exhaustion via crafting structural resources (*b* = -0.02, CI [-0.053, -0.002], see Table 4). This relationship was partially mediated, as there was still a direct effect in the relationship between charismatic leadership and work engagement (*b* = -0.13, CI [-0.227, -0.040]). However, there were no indirect effects in the relationship between charismatic leadership and emotional exhaustion via crafting social resources (*b* = 0.03, CI [-0.004, 0.065]), crafting challenging demands (*b* = -0.00, CI [-0.013, 0.008]) or crafting hindering demands (*b* = -0.00, CI [-0.023. 0.010]) found. Hence, *H7b* was only partially supported.

 Hypothesis *7c* stated that job crafting would mediate the relationship between perceived charismatic leadership and innovative work behavior. However, this hypothesis was not confirmed, as there were no indirect effects between charismatic leadership and innovative work behavior via crafting structural resources (*b* = 0.00, CI [-0.011, 0.025], see Table 5), crafting social resources (*b* = 0.01, CI [-0.012, 0.036]), crafting challenging demands (*b* = 0.01, CI [-0.02, 0.053]), or crafting hindering demands (*b* = 0.00, CI [-0.004. 0.010]).

Table 3

Mediation of crafting resources and demands in the relationship between charismatic leadership and work engagement.

	b	SE	95% CI
Charismatic leadership – Job crafting (a)			
Crafting structural resources	0.08**	0.03	[0.023, 0.128]
Crafting social resources	0.16**	0.03	[0.102, 0.225]
Crafting challenging demands	0.03	0.03	[-0.038, 0.089]
Crafting hindering demands	-0.01	0.02	[-0.055, 0.032]
Job crafting – Work engagement (b)			
Crafting structural resources	0.35**	0.11	[0.145, 0.564]
Crafting social resources	0.02	0.09	[-0.147, 0.196]
Crafting challenging demands	0.34**	0.08	[0.175, 0.497]
Crafting hindering demands	-0.35**	0.10	[-0.543, -0.148]
Total effect (c)	0.27**	0.04	[0.178, 0.352]
Indirect effect (ab)			
Crafting structural resources	0.03*	0.01	[0.005, 0.053]
Crafting social resources	0.00	0.01	[-0.024, 0.032]
Crafting challenging demands	0.01	0.01	[-0.016, 0.032]
Crafting hindering demands	0.00	0.01	[-0.012. 0.022]
Direct effect (c')	0.22**	0.04	[0.140, 0.304]

Note. N = 333. * *p* < .05 ** *p* < .01. With indirect effects: * means significant indirect effect. R^2 Total (lower half of the table) = 0.28.

Table 4

Mediation of crafting job resources and job demands in the relationship between charismatic leadership and emotional exhaustion.

	b	SE	95% CI
Charismatic leadership – Job crafting (a)			
Crafting structural resources	0.08**	0.03	[0.023, 0.128]
Crafting social resources	0.16**	0.03	[0.102, 0.225]
Crafting challenging demands	0.03	0.03	[-0.038, 0.089]

Crafting hindering demands	-0.01	0.02	[-0.055, 0.032]
Job crafting – Emotional exhaustion (b)			
Crafting structural resources	-0.28*	0.12	[-0.527, -0.048]
Crafting social resources	0.18	0.10	[-0.019, 0.373]
Crafting challenging demands	-0.06	0.09	[-0.241, 0.127]
Crafting hindering demands	0.33**	0.11	[0.106, 0.558]
Total effect (c)	-0.13**	0.05	[-0.0400, -0.115]
Indirect effect (ab)			
Crafting structural resources	-0.02*	0.01	[-0.053, -0.002]
Crafting social resources	0.03	0.02	[-0.004, 0.065]
Crafting challenging demands	-0.00	0.01	[-0.013, 0.008]
Crafting hindering demands	-0.00	0.01	[-0.023. 0.010]
Direct effect (c')	-0.13**	0.05	[-0.227, -0.040]

Note. $N = 333$. * $p < .05$ ** $p < .01$. With indirect effects: * means significant indirect effect. R^2 Total (lower half of the table) = 0.05.

Table 5

Mediation of crafting job resources and job demands in the relationship between charismatic leadership and innovative work behavior.

	b	SE	95% CI
Charismatic leadership – Job crafting (a)			
Crafting structural resources	0.08**	0.03	[0.023, 0.128]
Crafting social resources	0.16**	0.03	[0.102, 0.225]
Crafting challenging demands	0.03	0.03	[-0.038, 0.089]
Crafting hindering demands	-0.01	0.02	[-0.055, 0.032]
Job crafting – Innovative work behavior (b)			
Crafting structural resources	0.05	0.09	[-0.129, 0.227]
Crafting social resources	0.06	0.07	[-0.087, 0.204]
Crafting challenging demands	0.55**	0.07	[-0.241, 0.127]
Crafting hindering demands	-0.11	0.09	[-0.273, 0.061]
Total effect (c)	0.06	0.04	[-0.014, 0.139]
Indirect effect (ab)			

Crafting structural resources	0.00	0.01	[-0.011, 0.025]
Crafting social resources	0.01	0.01	[-0.012, 0.036]
Crafting challenging demands	0.01	0.02	[-0.02, 0.053]
Crafting hindering demands	0.00	0.00	[-0.004. 0.010]
Direct effect (c')	0.03	0.04	[-0.035, 0.104]

Note. $N = 333$. * $p < .05$ ** $p < .01$. With indirect effects: * means significant indirect effect. R^2 Total (lower half of the table) = 0.27.

Discussion

The central aims of this study were to examine whether charismatic leadership is related to job crafting and, in turn, whether job crafting is related to occupational well-being and innovative work behavior. This study provides more insight into the potential antecedents and outcomes of job crafting. To test for these potential relationships, data was collected from 333 candidates of Derks & Derks and other sources such as LinkedIn. Derks & Derks is a consulting firm that mainly operates in the industries of pharmaceuticals, medical devices, food, and healthcare.

Leadership and job crafting

In line with predictions, charismatic leadership showed small but significant relationships with crafting social and structural job resources. This implies that perceived charismatic leadership is associated with employees who craft job resources. A possible explanation is that charismatic leaders stimulate job crafting by providing vision and meaning to motivate their employees to do even more than is expected of them (De Hoogh et al., 2004; Parker & Bindl, 2010). Confirming the hypotheses and consistent with an earlier study that measured the relationship between charismatic leadership and job crafting (Hetland et al., 2018), charismatic leadership was not associated with challenging demands and crafting hindering demands. Notably, charismatic leadership seemed to be related to crafting job resources, but did not demonstrate a relationship with crafting challenging job demands. An explanation could be that the high expectations of charismatic leaders are incompatible with decreasing hindering demands (Hetland et al., 2018; Tims et al., 2012). However, it seems contradictory that charismatic leaders, who motivate and inspire their employees by providing meaning and challenging their employees, do not increase challenging demands (De Hoogh et al., 2004). A potential explanation is that charismatic leaders already challenge their employees at high levels, so employees do not need to craft challenges any further. However, more research is needed on the processes that explain how leadership behaviors lead to job crafting behaviors.

Job crafting and well-being

Consistent with expectations and earlier research (Rudolph et al., 2017), the results implied that crafting structural job resources and challenging demands are relevant for higher levels of work engagement. This is because job resources stimulate both internal and external motivations (Bakker et al., 2012). Moreover, Hakanen and Roodt (2010) argue that crafting job resources can also lead to work engagement when job demands are high. Thus, challenging job demands lead to stimulation, which in turn increases motivation (Kass et al., 2001; LePine, Podsakoff, & LePine, 2005). In contrast to expectations and earlier findings (Rudolph et al., 2017), crafting social resources demonstrated no significant relationship with work engagement. As the correlation analysis did show a positive relationship, crafting social job resources is likely to have an effect on engagement, but one that is small compared to that of crafting structural job resources and challenging demands. Furthermore, the hypothesis that crafting hindering demands would negatively correlate with work engagement was confirmed. It seems that employees who decrease their hindering demands are less likely to be engaged

Consistent with expectations and findings from the meta-analysis by Rudolph et al. (2017), results showed that crafting structural resources was negatively related to emotional exhaustion. However, in contrast to the findings of Rudolph et al. (2017), there were no significant relationships found between crafting social resources and emotional exhaustion or between crafting challenging demands and emotional exhaustion. Lastly, consistent with expectations, crafting hindering demands was negatively related to emotional exhaustion. This indicates that employees who craft their job by decreasing hindering demands exhibit higher levels of emotional exhaustion. As stimulation influences motivational processes, decreasing stimulation through hindering demands can lead to emotional exhaustion (Crawford et al., 2010; Kass et al., 2001).

Job crafting and innovative work behavior

It was expected that crafting job resources and challenging demands would be positively related to innovative work behavior. However, in this study, only crafting challenging demands demonstrated a positive relationship with innovative work behavior through the multiple-mediation analysis. It can be argued that because the correlation analysis revealed a positive relationship between crafting both social and structural resources and innovative work behavior, crafting structural and social job resources are also positively related to innovative work behavior. When resources were added separately into a model, they also exhibited a significant positive effect, consistent with the findings from a previous study of the relationship

between job crafting and innovative work behavior (De Spiegelaere et al., 2012). This result implies that crafting job resources and challenging demands are important factors for employees in driving innovative work behavior. This is a reasonable finding, as feelings of ownership, which are cultivated through job crafting and flexibility in job design, are important for innovative work behavior (Dorenbosch et al., 2005).

Moreover, in line with expectations, crafting hindering demands did not demonstrate a relationship with innovative work behavior. Innovative work behavior is about the generation, promotion, and realization of new ideas (Janssen's, 2000, 2001). Afsar et al. (2014) argued that intrinsic stimulation and the need for high performance are required for these behaviors to be displayed. Therefore, it can be argued that decreasing hindering job demands is counterproductive to cultivating those behaviors, as employees try to diminish expectations and stimulations when crafting hindering demands (Tims et al., 2012).

Leadership and well-being

It was also predicted that charismatic leadership would influence well-being. The results confirmed that perceived charismatic leadership is associated with lower levels of emotional exhaustion and higher levels of work engagement. This conclusion is consistent with findings from meta-analyses by Skakon et al. (2010) and Nielsen et al. (2017), which both found that transformational leadership results in lower levels of burnout and higher levels of occupational well-being.

Leadership and innovative work behavior

Contrary to prediction, charismatic leadership demonstrated no significant relationship with innovative work behavior. This contradicts theoretical perspectives and previous studies that found a positive relationship between charismatic leadership and innovative work behavior (Amankwaa, Gyensare, Susomrith, 2019; Choi et al., 2016; Masood & Afsar, 2017; Molodchik et al., 2016; Reuvers et al., 2008). A possible explanation for this result is that in this study, 19.2% of the individuals were self-employed and 39.3% worked in managerial positions, so differences in experience and dependence may have influenced responses to the questionnaire. To address whether managerial position or self-employment influenced the results, a multiple-mediation analysis controlling for managerial position and self-employment was conducted and still found no relationship between charismatic leadership and innovative work behavior. Cultural differences may explain this finding, as employees' perceptions of their leaders and the influence of leaders on their employees may be strongly influenced by the culture of an organization or country, including factors such as power distances, long-term-short-term

orientation, and individualism-collectivism (Northouse, 2017). The previous studies were conducted among different cultures and sectors, such as the public sector in Pakistan (Masood & Afsar, 2017), employees in South Korea (Choi et al., 2016), hospital employees in Australia (Reuvers et al., 2008), employees in Russia (Molodchik et al., 2016), and bank employees in Ghana (Amankwaa et al., 2019). It is possible that the findings from these studies were not generalizable to the participants in the present study. More research is needed to investigate whether charismatic leadership is associated with innovative work behavior, whereby it would be interesting to investigate if cultural differences would influence this relationship.

Mediation role of job crafting

This study also examined whether job crafting would mediate the relationships between charismatic leadership and work engagement, between charismatic leadership and emotional exhaustion, and between charismatic leadership and innovative work behavior. Contrary to expectations, job crafting did not seem to play a role in the relationship between charismatic leadership and innovative work behavior, as there was no significant relation found between charismatic leadership and innovative work behavior as explained before.

However, there was a mediation effect in the relationships between charismatic leadership and work engagement and between charismatic leadership and emotional exhaustion. Crafting structural resources partially mediated the relationships between charismatic leadership and work engagement and between charismatic leadership and emotional exhaustion. This finding implies that charismatic leadership is associated with increased work engagement via crafting structural resources. Charismatic leadership is also associated with decreased emotional exhaustion via crafting structural resources. Hereby, this study shows that crafting structural resources influences the relation between charismatic leadership and occupational well-being.

Study limitations

Although this study provided further insight into the concept of job crafting, it had several limitations. First, because there was a limited number of participants who participated the second time, this study could not be structured as a longitudinal design and remained a cross-sectional study. Therefore, it was unable to provide insight into the directions of the different relationships. As noted by Peeters et al. (2014), the nature of the relationship between job crafting and well-being is still unclear. Bakker (2011) argues that employees who are more engaged are also more likely to be more proactive. This assertion is supported by Schaufeli, Bakker, and Van Rhenen (2009), who suggest a positive gain spiral. Thus, work engagement

could predict an increase in crafting job resources, which in turn increases work engagement. Longitudinal research is needed to further validate and investigate the relationships between job crafting and its outcomes.

Second, the use of self-reported data, which is sensitive to different biases, could have influenced the outcomes found (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The self-reported data for innovative work behavior in this study could be particularly questionable. Although research into innovative work behavior has primarily used self-reported data, Potocnik and Anderson (2012) found in their 360-degree appraisal study that individuals tend to underrate their innovative performance compared to observers, such as supervisors, peers, or subordinates. Hence, it could be argued that existing relationships are underestimated when using self-reported data. Future research into the relationship between job crafting and innovative work behavior could benefit from the input of more independent observers, such as peers and supervisors.

Third, the questionnaire did not ask the participants who held managerial positions or who were self-employed if they had supervisors who they viewed as their leaders, so it is difficult to explain how these participants filled in the questionnaire. Moreover, because most of the individuals surveyed were highly educated, this may endanger the generalizability of the results. However, after controlling for the variables; managerial position, self-employment, and education level, the same relationships were found, so it seems that this error did not endanger the results. Still, caution is needed in generalizing these results to lower-educated or lower-ranked employees. Although research on job crafting thus far has focused on higher-educated employees (Tims et al., 2013), Tims et al. (2013) showed that employees with lower education levels can craft their jobs. However, Berg, Wrzesnieuwski, and Dutton (2010) argue that lower-ranked employees tend to perceive job crafting in a different way: while higher-ranked employees adapt job crafting to their own expectations, lower-ranked employees adapt others' expectations to craft their jobs. Research on job crafting could benefit from considering the different perceptions and outcomes of job crafting among both lower-educated and lower-ranked employees. Lastly, only one leadership style was measured in this study, so it is not possible to compare different leadership styles in relation to job crafting and its outcomes. A study by Esteves and Lopes (2016) showed positive results for empowering leadership in relation to crafting challenging demands. Furthermore, their results implied that directive leadership could lead to crafting hindering job demands. Future research could benefit by incorporating multiple leadership styles to examine which leadership styles lead to different

types of job crafting. With these insights, leaders in practice can be further informed of the potential positive and negative influence their behaviors have on job crafting, well-being, and innovative work behavior.

Study implications

This study adds to the existing literature on job crafting by identifying charismatic leadership as one of the antecedents of crafting social job resources and structural job resources. Furthermore, the results showed that crafting structural resources mediates the relationship between charismatic leadership and well-being. The finding that crafting social resources, structural resources, and challenging demands is positively related to innovative work behavior highlights the potential positive outcomes of job crafting. Hereby, this study adds to the existing literature by addressing a more organization-focused outcome of job crafting. Additionally, the finding that crafting hindering demands has a negative relationship with work engagement may further help clarify the different outcomes of the specific dimensions of job crafting.

This study provides important implications for managers in practice. By adopting a charismatic leadership style, leaders can encourage their employees to craft social and structural resources. Furthermore, the results provide insight into the job crafting behaviors managers should encourage to increase occupational well-being and innovative work behavior.

Conclusion

This study has provided more insight into the antecedents and outcomes of job crafting. The results imply that charismatic leadership may successfully stimulate employees to craft their social and structural resources while not stimulating crafting challenging or hindering demands. Additionally, crafting structural resources partially explains the relationship between charismatic leadership and well-being. Moreover, while the separate job crafting dimensions influence well-being in different ways, crafting hindering demands seems to negatively influence engagement and should be used with caution. Lastly, crafting job resources and challenging demands seem to inhibit innovative work behaviors in employees, while crafting hindering demands demonstrated no effect. These results provide insights into the importance of leadership in cultivating job crafting behaviors and its positive and negative outcomes.

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Appendix 1: the questionnaire

Enquête job crafting, authenticiteit, prestatie, welbevinden, werkgedrag en leiderschap

Geachte deelnemer,

Hartelijk dank dat u (wederom) meewerkt aan het onderzoek naar job crafting! Het doel van huidig onderzoek is inzicht krijgen in de relatie tussen 'job crafting' (de manier waarop een individu zelf zijn/haar baan vormgeeft), authenticiteit, prestatie, welbevinden, werkgedrag en leiderschap.

Aan het begin van de vragenlijst worden een aantal achtergrondgegevens gevraagd. De overige vragen hebben betrekking op uw werk. Indien u op dit moment niet werkzaam bent, denk dan terug aan de functie die u voor het laatst uitgeoefend heeft.
De informatie die u verstrekt, zal geheel anoniem en strikt vertrouwelijk behandeld worden. Dit betekent dat de resultaten alleen verwerkt worden door de Universiteit Utrecht en niet worden gekoppeld aan (uw inschrijving bij) Derks & Derks B.V.

Het invullen van de vragenlijst neemt ongeveer 15 minuten van uw tijd in beslag. Over uw antwoorden hoeft u niet lang na te denken, het gaat om uw eerste ingeving. Bovendien bestaan er geen goede of foute antwoorden.
Let op: u kunt geen vragen overslaan. Voor de verwerking van de data is het van belang dat u alle vragen invult. Verder is het goed om te weten dat u niet terug kunt naar een vorige pagina. Wanneer u de vragenlijst heeft ingevuld, is het voor de verwerking van antwoorden noodzakelijk deze te verzenden door op het zwarte pijltje te drukken.

Uiteraard is deelname geheel vrijblijvend en kunt u gedurende het onderzoek op elk moment stoppen. Uw gegevens worden dan niet verwerkt. Wanneer u voor, tijdens of na het onderzoek vragen of suggesties heeft, kunt u ons bereiken via sophie@derksenderks.nl en r.j.m.vangool@students.uu.nl. Zodra u naar de volgende pagina gaat, stemt u in met deelname aan dit onderzoek. Alvast hartelijk dank hiervoor!

Met vriendelijke groet,

Sophie van Baalen

Masterstudent Social, health and organisational psychology aan de Universiteit Utrecht en stagiaire bij Derks & Derks B.V.

en Renée van Gool

Masterstudent Social, health and organisational psychology aan de Universiteit Utrecht

In samenwerking met:

dr. Veerle Brenninkmeijer

Onderzoeksbegeleidster Universiteit Utrecht

Jan Derks

Directeur Derks & Derks B.V.

Persoonlijke code

Hieronder vragen wij u of u een persoonlijke code aan wilt maken. Met behulp van deze code kunnen we de antwoorden koppelen aan eventueel eerder gegeven antwoorden (indien u vorig jaar heeft meegewerkt aan het onderzoek) of bij eventueel vervolgonderzoek uw antwoorden koppelen. Op deze manier blijft uw anonimiteit gewaarborgd. Deze code wordt niet verbonden aan Derks & Derks en zal uitsluitend beheerd worden door de Universiteit Utrecht.

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

Indien u ons wilt helpen door een persoonlijke code aan te maken en uw anonimiteit te waarborgen, vul deze dan hieronder in.

Achtergrondgegevens

1. Wat is uw geslacht?   Man/ vrouw

2. Wat is uw leeftijd?   …………..

3. Wat is uw hoogst afgeronde opleiding?   Lagere school

        MAVO, LBO, VMBO

        HAVO, MBO

        VWO

        HBO

        WO

4. Heeft u een leidinggevende functie?   Ja/ nee

5. Bent u zelfstandig ondernemer?   Ja/ nee

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

7. Hoeveel jaar bent u in totaal werkzaam?

        0 tot 2 jaar

        2 tot 5 jaar

        5 tot 10 jaar

        > 10 jaar

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

9. Tot welke functiegroep behoort uw functie?   QA/ regulatory affairs

        Technisch sales/ marketing

        Medisch expert

        IT

        HRM

        Inkoop

        Financiën

        Administratief

        Planning/ logistiek

        R&D

        QC/ laboratorium

        Management/ directie

        Overig

10. In welke branche bent u momenteel werkzaam?

Voedingsmiddelenindustrie

Farma/ Biotechnische-industrie

Gezondheidszorg

Medical devices/ laboratoriumbenodigd-heden

Overig

n.v.t.

Q11 Job crafting

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

Antwoordschalen:

1 = nooit

2 = soms

3 = regelmatig

4 = vaak

5 = heel vaak

Ik zorg ervoor dat ik mijn capaciteiten optimaal benut.

Ik zorg ervoor dat ik niet teveel hoef om te gaan met personen wier problemen mij emotioneel raken.

Ik vraag collega's om advies.

Ik probeer mezelf bij te scholen.

Als er nieuwe ontwikkelingen zijn, sta ik vooraan om ze te horen en uit te proberen.

Ik vraag of mijn leidinggevende tevreden is over mijn werk.

Ik zorg ervoor dat ik zelf kan beslissen hoe ik iets doe.

Ik zorg ervoor dat ik minder moeilijke beslissingen in mijn werk hoef te nemen.

Ik probeer nieuwe dingen te leren op mijn werk.

Ik vraag anderen om feedback over mijn functioneren.

Ik zorg ervoor dat ik minder emotioneel inspannend werk moet verrichten.

Ik zoek inspiratie bij mijn leidinggevende.

Ik probeer mezelf te ontwikkelen.

Ik neem geregeld extra taken op me hoewel ik daar geen extra salaris voor ontvang.

Ik zorg ervoor dat ik niet teveel hoef om te gaan met mensen die onrealistische verwachtingen hebben.

Als het rustig is op mijn werk, zie ik dat als een kans om nieuwe projecten op te starten.

Ik vraag mijn leidinggevende om mij te coachen.

Ik zorg ervoor dat ik minder geestelijk inspannend werk hoef te verrichten.

Ik probeer mijn werk wat zwaarder te maken door de onderliggende verbanden van mijn werkzaamheden in kaart te brengen.

Als er een interessant project voorbij komt, bied ik mezelf proactief aan als projectmedewerker.

Ik zorg ervoor dat ik me niet lange tijd achter elkaar hoef te concentreren.

Q12 Persoonlijke kenmerken

De volgende stellingen hebben betrekking op uw meest recente werksituatie. Probeer bij het beantwoorden zo goed mogelijk voor te stellen in hoeverre de stellingen op u van toepassing zijn in de laatste vier weken.

Antwoordschalen:

1 = helemaal niet op mij van toepassing

2

3

4 = neutraal

5

6

7 = helemaal op mij van toepassing

Andere mensen beïnvloeden mij sterk op mijn 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.

Ik voel me op 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 ben.

Q13 Functioneren
De volgende stellingen hebben betrekking op uw meest recente werksituatie.

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

Antwoordschalen:

1 = helemaal mee oneens

2 = mee oneens

3 = mee eens

4 = helemaal mee eens

U helpt collega's met hun werk als zij terugkeren van een periode van afwezigheid.
U behaalt de doelen van uw functie.
U biedt vrijwillig aan om dingen te doen die formeel gezien niet vereist worden door de functie die u bekleedt.
U voldoet aan de normen voor goede prestaties.
U neemt initiatief om nieuwe medewerkers wegwijs te maken, hoewel dit formeel gezien geen onderdeel van uw functie is.
U laat zien een deskundige te zijn op alle onderdelen van uw werkzaamheden.
U helpt collega's die kampen met een hoge werkdruk of die andere problemen hebben.
U vervult alle eisen die uw functie aan u stelt.
U helpt uw collega's bij de uitvoering van hun werkzaamheden.
U kunt meer aan dan er van u gevraagd wordt.

U doet goede suggesties om de algehele kwaliteit van de afdeling/de organisatie te verbeteren.

U lijkt geschikt voor een hogere positie.

U bent bereid om dingen te doen die niet door de organisatie worden geëist, maar die goed zijn voor het imago van de organisatie.

U bent competent op alle terreinen van uw functie.

U presteert goed in uw functie doordat u de taken naar verwachting uitvoert.

U organiseert en plant het werk om doelen te realiseren en deadlines te halen.

Q14 Welbevinden (1)

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.

Antwoordschalen:

1 = nooit

2 = sporadisch (een paar keer per jaar of minder)

3 = af en toe (eens per maand of minder)

4 = regelmatig (een paar keer per maand)

5 = dikwijls (eens per week)

6 = zeer dikwijs (een paar keer per week)

7 = altijd (dagelijks)

Op mijn werk bruis ik van energie.

Als ik werk, voel ik me fit en sterk.

Als ik 's morgens opsta, heb ik zin om aan het werk te gaan.

Ik ben enthousiast over mijn baan.

Mijn werk inspireert mij.

Ik ben trots op het werk dat ik doe.

Ik ga helemaal op in mijn werk.

Mijn werk brengt mij in vervoering.

Wanneer ik heel intensief aan het werk ben, voel ik mij gelukkig.

Q15 Welbevinden (2)

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.

Antwoordschalen:

1 = nooit

2 = sporadisch (een paar keer per jaar of minder)

3 = af en toe (eens per maand of minder)

4 = regelmatig (een paar keer per maand)

5 = dikwijls (eens per week)

6 = zeer dikwijs (een paar keer per week)

7 = altijd (dagelijks)

Ik voel me mentaal uitgeput door mijn werk.

Een hele dag werken vormt een zware belasting voor mij

Ik voel me 'opgebrand' door mijn werk.

Aan het einde van de werkdag voel ik me leeg.

Ik voel me vermoeid als ik 's morgens opsta en er weer een werkdag voor me ligt.

Q16 Waargenomen leiderschapsstijl

De volgende stellingen hebben betrekking op uw meest recente werksituatie.

Hieronder vindt u een aantal uitspraken over leiderschap. Geef voor iedere uitspraak aan in hoeverre deze het gedrag van uw leidinggevende weergeeft. Kies bij elke uitspraak het voor u best passende antwoord.

Antwoordschalen:

1 = helemaal niet mee eens

2 = niet mee eens

3 = meer niet dan wel mee eens 4 = midden

5 = meer wel dan niet mee eens 6 = mee eens

7 = helemaal mee eens

Mijn leidinggevende ...

Praat met medewerkers over wat voor hen belangrijk is.

Toont zich aanhanger van het gezegde "grijp alleen in als het noodzakelijk is".

Is de baas en geeft bevelen als het er op aankomt.

Stimuleert medewerkers om op nieuwe manieren over problemen na te denken.

Heeft visie en een beeld van de toekomst.

Zorgt ervoor dat de randvoorwaarden worden geschapen zodanig dat medewerkers hun werk goed kunnen doen.

Is altijd op zoek naar nieuwe mogelijkheden voor de organisatie.

Moedigt medewerkers aan om onafhankelijk te denken.

Hecht veel waarde aan heldere afspraken en een eerlijke beloning.

Onderneemt geen poging tot verbetering, zolang het werk beantwoordt aan de gestelde eisen.

Ziet erop toe dat afspraken worden nagekomen.

Komt pas in actie wanneer problemen chronisch worden.

Is in staat anderen enthousiast te maken voor zijn/haar plannen.

Bekritiseert medewerkers alleen met goede reden.

Vermijdt betrokken te raken bij tijdrovende kwesties.

Betrekt medewerkers bij besluiten die van belang zijn voor hun werk.

Stimuleert medewerkers hun talenten zo goed mogelijk te ontwikkelen.

Treedt hard op als het moet

Geeft medewerkers het gevoel aan een belangrijke, gemeenschappelijke missie/opdracht te werken.

Duldt geen afwijkende meningen meer als hij/zij een beslissing heeft genomen.

Is te vertrouwen, houdt zich aan zijn/haar woord.

Vindt dat er uiteindelijk één de baas moet zijn.

Laat zien overtuigd te zijn van zijn/haar idealen, opvattingen en waarden.

Verliest zijn/haar eigenbelang nooit uit het oog.

Beoordeelt nieuwe ideeën heel kritisch.

Delegeert uitdagende verantwoordelijkheden aan medewerkers.

Is betrouwbaar in het nakomen van zijn/haar verplichtingen.

Q17 Werkgedrag

De volgende stellingen hebben betrekking op uw meest recente werksituatie.

De volgende uitspraken hebben betrekking op uw gedrag op werk. Kies bij elke uitspraak het voor u best passende antwoord.

Antwoordschalen:

1 = nooit

2

3

4 = neutraal 5

6

7 = altijd

Hoe vaak komt het voor dat u...

...nieuwe werkwijzen, technieken of instrumenten bedenkt?

...originele oplossingen bedenkt voor werkproblemen?

...nieuwe ideeën verzint voor moeilijke vraagstukken?

...steun mobiliseert voor vernieuwende ideeën?

...bijval oogst voor vernieuwende ideeën?

...medewerkers enthousiast maakt voor vernieuwende ideeën?

...vernieuwende ideeën uitwerkt tot werkbare toepassingen?

...vernieuwende ideeën planmatig invoert?

...de invoering van vernieuwende ideeën grondig evalueert?

Afsluiting

Tot slot willen wij graag weten via welke weg u op de hoogte bent gesteld van deze vragenlijst?

- Derks & Derks B.V.

- Social media (persoonlijke pagina van Sophie of Renée) - Persoonlijk benaderd door de enquêteur

- Anders, namelijk

Einde vragenlijst

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 anonimiteit gewaarborgd blijft. Naar verwachting ontvangt u de resultaten in augustus 2018.

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 niet op het zwarte pijltje te drukken om de vragenlijst te verzenden!