



Moving beyond organizational boundaries

Why would people prefer a boundaryless career?

Faculty of Social and Behavioral Sciences

Master thesis Social, Health and Organizational Psychology

Author: Hanna van Laar (2666448)

First assessor: dr. Wieby Altink- van den Berg

Second assessor: dr. Tom Damen

14-06-2021

8664 words

The manuscript can be made publicly accessible

Abstract

Nowadays more and more people are choosing a boundaryless career (BC). The present study refers to *Organizational Mobility Preference* (OMP) indicating an *attitude* of an individual to conduct *actual* moves in changing between organization, occupations and jobs. As an overarching framework, the person environment fit framework (P-E fit) is used to derive hypotheses from. In this study organizational identification (OI), cognitive job crafting (CJC) and professional development (PD) will be put as antecedents because the literature shows that they are supposed to influence OMP. Additionally, affective organizational commitment (AOC) is put as moderator. A cross sectional design was used and 272 employees filled out the survey. Against the expectations the results showed that the antecedents OI, CJC and PD are positively statistically significant related to OMP. Yet, no moderation of AOC is found in the different relationships. This study contributes to the existing literature by exploring potential antecedents of OMP. This is new because little research has been done into OMP and especially not in the light of the PE-fit framework. Finally, the interesting findings are explained in the light of the implications this has for both organizations and HR practices.

Keywords: organizational mobility preferences, affective organizational commitment, organizational identity, cognitive job crafting, professional development, boundaryless career, person-environment fit framework.

Introduction

The way people look at careers has changed a lot. In the past, employees were more attached to their organisation, working for one organisation for a long span of time, perhaps even till retirement (Pfeffer and Baron, 1988). Nowadays, researchers have noticed how careers are increasingly characterized by inter-firm mobility (Pfeffer and Baron, 1988; Kanter, 1989; Arthur & Rousseau 1996). The concept 'Boundaryless career' (BC), which is defined as: *'a sequence of job opportunities that go beyond the boundaries of a single employment setting'* (Defillippi & Arthur, 1994), is increasingly prominent in today's career studies (Inkson, Gunz, Ganesh & Roper, 2012). BC is seen as an important variable, because it can predict why people move between organizations ('inter-firm mobility'). Moving beyond organizational boundaries is something that has been observed in many countries, for example: the US, New Zealand (Arthur et al, 1999), the UK (Jackson, 1996), Japan (Yamashita & Uenoyama, 2006) and the Netherlands (CBS, 2018). Therefore the general research question that interests (organizational) psychologists is: *why would people prefer a boundaryless career?*

According to Inkson, Gunz, Ganesh & Roper (2012) research on BC: *'provided new insights into organizations, but also suffered from inconsistency, conceptual vagueness and sometimes enthusiastic but less-than-rigorous adoption, which have impeded good theory building'* (p.324). Lazarova and Taylor (2009) confirmed this by arguing that the boundaryless career literature is: *'a bandwagon of ideas that seems to have developed without clear and compelling evidence'* (p.133). Because of these ambiguities regarding the definition, it is extremely important that the term will be clearly defined in this research. The present paper will refer to *Organizational Mobility Preference (OMP)*, which is defined as an *attitude* of an individual to conduct *actual* moves in changing between organization, occupations and jobs (Volmer & Spurk, 2011).

Campus, Butler and Guest (2018) concluded in their study that research on BC has focused on their consequences for individuals and organisations while largely ignoring their key antecedents. Building on this notion, this paper will address this omission by considering OMP as an outcome variable and exploring potential antecedents of why people would prefer to move beyond organizational boundaries. Due to the lack of consistency among different definitions, research on the concept is hindered and remains rather stagnant (Lin Dar Ong, 2014). As a result, little/no theories or frameworks have been found in the literature to describe OMP. Yet, in the field of organizational psychology, the Person Environment Fit framework (P-E fit) has become dominant and a core area of study (Schneider, 2001). This

framework is presented within organisational psychology as a broad model (Tinsley, 2000) and is therefore a good starting point to structure our research question with. According to the P-E fit framework, employees choose a particular organization based on their *perceived* fit with an organization (Judge & Cable, 1996). Perceiving a good fit can lead to organizational commitment, whereas perceiving a misfit can lead to turnover intentions (Chhabra, 2015). How OMP relates in the framework is unclear. What has been examined is the relationship between turnover intentions and OMP. These studies indicate a positive relationship (Verbruggen, 2012; Ersaia & Gatarib, 2019). Specifically, when employees prefer working beyond organizational boundaries they also tend to discontinue their affiliation with their current organization (Ersaia, Eka Gatarib, 2019). As the comparison between turnover intentions and OMP will be made frequently, it is important to understand how the concepts are related. There are many reasons for employees to turnover (Seung-Ho An 2019). Turnover intentions initiated by employees is defined as: *an employee's intention to voluntarily change jobs or companies* (p.660) (Schyns, Torka, Gössling, 2007). Employees who prefer to move beyond organizational boundaries will be more likely to move between organizations, which could imply that those people also have high turnover intentions (Ersaia, Gatari, 2019). Following from this, this study will assume that a misfit may lead to people being more likely to move beyond organizational boundaries.

The question that arises next is: *what factors contribute to a good fit?* P-E fit is more an aggregation of a number of conceptual categories than a reflection of a particular theory (de Jonge, Le Blanc, Schaufeli, 2013). Because it is such a broad framework, the framework identifies many variables that are important for a good fit. The present study will focus on the variables: organizational identity (OI), cognitive job crafting (CJC) and professional development (PD), because these variables are consistent with how employees can *actively* ensure a fit between person and organization (Tims, Derks & Bakker, 2016). These concepts will be put as antecedents in this study and will be discussed in more detail in the section: 'literature analysis'. Important to mention is that in practice, it's a dynamic interplay between these variables (Steensma, 2017). For instance CJC aligns closely to OI because a large part of one's identity is cognitive (Wrześniewski and Dutton, 2001). Yet, there are two reasons why the variables are examined independently in relation to the outcome variables in this study. Firstly, because little research has been done into the relationship between these antecedents and the outcome variables, I am initially curious as to whether there is a relationship at all. Secondly, including all the interaction effects will make the study not manageable and infeasible.

Finally, it is important to mention that there are also environmental factors that lead to people choosing to pursue a career beyond the boundaries of one organization. Factors such as rapid technological advancements, globalization (Powell & Snellman, 2004) and the increased job insecurity as a result of the COVID-19 pandemic (Wilson, Lee, Holly, 2020). Although these factors could affect OMP, this study focuses on psychological factors.

In conclusion, this study will first investigate the relationships between OI, CJC and PD on the one hand and OMP on the other hand. Secondly, organizational commitment will be added, because it is an important variable in the P-E fit framework, resulting from a good fit. Organizational commitment could also have been added as an antecedent, but for this study it is chosen to include commitment as a moderator. The reason is because it is assumed that organizational commitment influences the relationship between the different antecedents and the outcome variable. Therefore the research question is: *how are the antecedents: organisational identity, cognitive job crafting, professional development related to organizational mobility preferences? How does affective organizational commitment moderate these relationships?* This study contributes to the existing literature by exploring potential antecedents of OMP. This is new because little research has been done into OMP and especially not in the light of the P-E fit framework. The practical relevance of this research is that it can contribute to understanding what drives people to move beyond organizational boundaries.

Literature analysis

Theoretical framework: Person-environment fit model

As an overarching framework the person environment fit framework (P-E fit) will be used. This framework indicates the extent to which the environment and an individual match (French, Caplan, Harrison, 1982). Perceiving a good fit leads to many positive outcomes for both individuals as well as organisations (Sekiguchi, 2004) for example: productivity, well-being, job satisfaction (Kristof-Brown, Zimmerman & Johnson, 2005; Edwards & Cable, 2009; Greguras & Diefendorff, 2009) and - one of the most important variables - organizational commitment (Edwards, 1991). In contrast, when there is a misfit between the person and an organisation, individuals are more motivated to move outside the boundaries of their current organisation and seek a different work environment that provides a better fit (Lee, Mitchell, Wise, Fireman, 1996), leading to turnover (Andela & van der Doef, 2019). This is confirmed in the study of Shah & Deen (2015), where they found a negative relation between P-E fit and turnover intentions. Organizational commitment and turnover intentions

occupy an important place in this model. Since turn over intentions strongly correlate with OMP, it is assumed in this study that if an employee does not experience a fit it will lead to OMP (employees start looking at other organizations that they do perceive a fit with). Furthermore, the antecedents organizational identification (OI), cognitive job crafting (CJC) and professional development (PD) will be included as antecedents in the study. Finally, organizational commitment is put as moderator. How the different variables work within the framework is explained per variable below.

Organizational Mobility Preferences

Boundaryless career (BC) is in the literature also mentioned in relation to other concepts. One of the concepts is job hopping and refers to: '*an attitude or behavior where employees migrate from one job to another, irrespective of better alternatives or other apparently rational motives*' (p.56) (Khatri, Fern and Budhwar, 2001). It can be proposed that job hoppers have a tendency of a BC attitude and mindset (Sullivan & Arthur, 2006). The second concept is freelancers. Freelancers are individuals who work on their own, without a long-term contractual commitment to any one employer, a 'boundaryless worker' (Tams & Arthur, 2010). This concept is very similar to people with a high preference for a boundaryless career and can coexist, since both employees want to create and sustain active relationships beyond organizational boundaries (Briscoe, Hall, Rachel, Demuth., 2006).

BC consists of two dimensions: *Boundaryless mindset* (BM) and *Organizational Mobility Preferences* (OMP) (Briscoe, 2006). Past research focused on OMP when studying physical mobility across boundaries (Steers, 1997). In line with that notion, Almira, Ersyaa Gatarib (2018) found that only OMP - not boundaryless mindset - had a significant positive relationship with turnover intentions. Therefore the present study will focus on OMP, when examining why people *actually* move beyond organizational boundaries. OMP is a form of psychological mobility, which refers to an *attitude* towards the behavior of crossing organizational boundaries, rather than the actual observable act of crossing those boundaries (Lazarova & Taylor, 2009; Verbruggen, 2012). According to Ajzan's (1991) theory of planned behavior, behavior is guided by attitudes. This is relevant for this study, because it is assumed that people who have the attitude to move beyond organizational boundaries will *probably* move beyond organizational boundaries.

Organizational Identification

Organisational identification (OI) is the extent to which the individual identifies with the membership of the organization they work for (Dutton, Dukerich, & Harquail, 1994). Mirvis and Hall (1994) mentioned that in these boundaryless times, OI is put under pressure because the focus is more on developing an identity that is not tied to the organization, but to the profession one practices. No studies have been found that examine the relationship between OI and OMP. Yet, the relationship between OI and turnover intentions is often studied, mostly using the social identity theory (e.g. Haslam & Platow 2001; Haslam and Ellemers, 2005). According to this theory, there are two arguments for the negative relationship between OI and turnover intention. First of all, the more an individual identifies with their organization, the more he/she acts in line with their organization's norms and values (e.g. Ashforth & Mael, 1989; van Knippenberg, 2000). As a result, individuals will feel a stronger intention to stay within the organization (Abrans et al, 2008). Secondly, when an individual feels a strong identification with their organization, the organization becomes part of his/her self-concept. As a result, withdrawing from the organization will be detrimental for one's self-concept, because of a loss of part of one self (Haslam & Turner, 2001). Thus, this will lower the intentions to leave the organization. This is confirmed by Dick, Stellmacher, Christ and Wagner (2004) where they found a statistically significant negative relation of OI on turnover intentions.

According to the P-E fit framework there must be a fit between the individual and the organisation concerning the values and goals. Employees are driven to perform through the fit between the values and goals of the organisation and their own personal values and goals (Kristof-Brown & Guay 2011). Building on this notion, employees who do not identify with their organization, so the values and goals do not match, will result in individuals looking for organizations that do match their values and goals. Therefore the present study predicts that the stronger someone identifies with the organization, the less likely he/she is to move beyond organizational boundaries.

Hypothesis 1: The degree to which an employee identifies with the organization relates negatively to his or her Organizational Mobility Preferences.

Cognitive job crafting

The term 'job crafting' covers a range of strategies applied by employees with the main goal of changing various aspects of their job, in order to meet their needs, preferences and capabilities (Tims, Bakker & Derks, 2013).

There are different kinds of job crafting: task, cognitive and relational job crafting, but the present study will focus on cognitive job crafting (CJC), which refers to changing the way employees perceive their job (Nielsen, Simonsen & Abildgaard, 2012). This is because according to Kilic, Erdil & Tatar (2020), CJC (and not the other types of job crafting) has shown a negative relation with turnover intentions. Yet, the relationship between CJC and OMP is still unclear. Mazzetti, Lancioni, Derous & Guglielmi (2018) argued that improving your own competencies over one's career by CJC is expected to show a positive relationship with employees' confidence in their abilities to cope with different work environments, both inside and outside the organisation.

In line with the P-E fit framework, proactively crafting how you perceive the job, employees can create a better fit between the characteristics of their job and their personal preferences and abilities by for example changing the way you perceive your job (Wang, Demerouti, & Bakker, 2016). This can be done by making changes to your perception about the job or to think about the meaning of your job (Slemp & Vella-Brodrick, 2013). According to Tim, Derks and Bakker (2016), when an individual increases their fit with the job it helps to reduce the turnover intentions. Therefore the present study predicts that the more someone participates in CJC, the less likely he/she is to move beyond organizational boundaries.

Hypothesis 2: The degree to which an employee participates in cognitive job crafting activities relates negatively to his/her Organizational Mobility Preferences.

Professional development

Professional development (PD) refers to continued training and education of an individual in regards to their career. Training development opportunities, offered by the organisation and followed by their employees, keeps employees up to date and helps them develop new skills (Lee & Bruvold, 2003).

There are mixed findings on the relationship between PD and mobility between organizations. Some argue that offering professional development opportunities lead to more organisational commitment because it generates employees loyalty towards the organisation (Hudspeth, Curry, Sacks & Surena, 2015). In contrast, investments in training by the organisation can also increase employees' employability and mobility between organisations. A reason could be that skilled employees' are more capable of finding a job within another organisation (Ito, 2003). Although no research is found on the relationship between PD and OMP, Dawwaz and Zahare (2014) did carry out research on the relationship between human resource management practices (which included training) and the intention to leave the

organization. They found a negative relationship, concluding that offering opportunities for training will lead to less turnover intentions.

Following the P-E framework, PD (e.g. by following training) can be a way of making the employees aware of the organisation's values, which will increase the P-E fit (Boone, Hartog, Boselie, Paauwe, 2011). As people learn about the organization they should be able to be more accurate in their appraisal of fit or misfit. Sullivan and Ryan Emerson (2000) mentioned in their study that when organisations provide less training and development opportunities, employees must accept responsibility and seek opportunities for their own training and development outside the organisation, which implies leaving the organization. Therefore the present study predicts that the more someone participates in PD opportunities, the less likely he/she is to move beyond organizational boundaries.

Hypothesis 3: The degree to which an employee participates in professional development activities relates negatively to his/her Organizational Mobility Preferences.

Moderator: Affective Organizational Commitment

Affective organizational commitment (AOC) is a concept that best describes organizational commitment (Allen & Meyer, 2001; Meyer & Allen, 2004). This is found in the literature which stated that AOC had the strongest positive relations with job performance, organizational citizenship behavior and - important in this study - intention to stay in the organization (Meyer, Becker & Vandenberghe, 2004). Therefore, AOC will be used in this study. According to Allen, Meyer and Gellatly (1990) AOC is defined as '*emotional attachment to, identification with, and involvement in the organisation*' (p. 2). Individuals who score high on AOC will be more willing to stay in the organization, apart from instrumental values. This is confirmed in the research done by Haosari, Arsyah and Gatari (2019) where they found a negative relation of OMP on AOC. There are many aspects within organisations that can create more commitment, such as: future employability, job security and learning opportunities (Rousseau & Wade-Benzoni, 1995).

Important for this study is to explain why AOC is put as moderator. Meyer et al. (2004) noted that individuals who score high on AOC are expected to have a stronger promotion focus. Building on this notion, according to Kark and van-Dijk (2007): '*promotion-focused individuals are intrinsically motivated and are mostly guided by their inner ideals and not by external forces*' (p. 517). In other words, employees who score high on AOC, will be more *intrinsically motivated* to stay within the current organization (Meyer, 2004).

Linking back to this research, when an employee does not feel committed with his/her organization it makes it *easier* for the employee to turnover and look for a better alternative, despite the OI they feel towards the organization, CJC or PD opportunities. Easier is a way that they are *less intrinsically* motivated to stay in their current organization. On the other hand, when employees are highly committed to an organization, they would be more likely to stay in the organization regardless of their feelings of OI or participation in CJC and PD activities. This is because it will be harder to leave the organization, since employees are *more intrinsically* motivated to stay in their current organization. Therefore the present study predicts that AOC will strengthen the relationship between the antecedents and the outcome variables, leading to the following hypotheses:

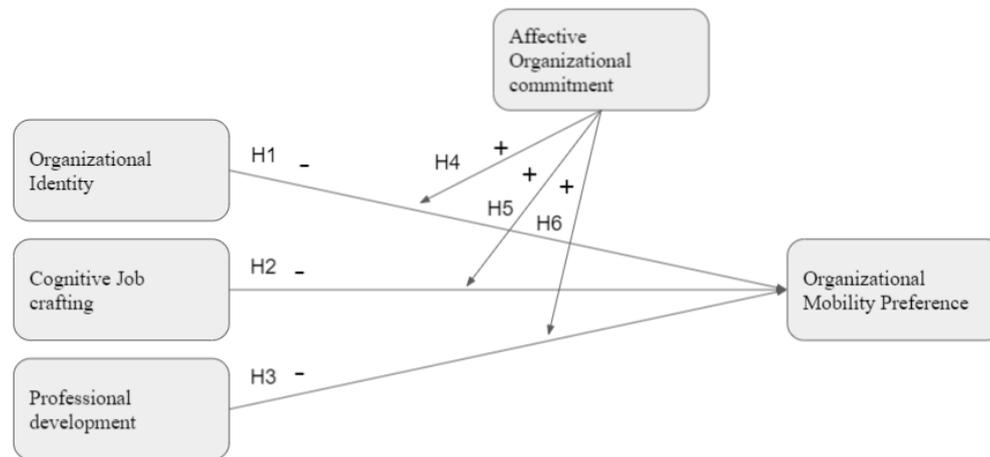
Hypothesis 4: The negative relationship between organizational identity and Organizational Mobility Preferences, will be stronger when affective organizational commitment is high.

Hypothesis 5: The negative relationship between participation in cognitive job crafting activities and Organizational Mobility Preference, will be stronger when affective organizational commitment is high.

Hypothesis 6: The negative relationship between the participation in professional development activities and organizational mobility preferences, will be stronger when affective organizational commitment is high.

Since there is still little research and thus little information from the literature to derive hypotheses from, I am initially interested in the independent contribution of OI, CJC and PD on OMP. After testing these relationships, AOC will be added as a moderator separately for each relationship. This is the reason why six different hypotheses are formulated and there is no hypothesis for the whole model. See figure 1 for the model.

Figure 1. The expected relationships between organizational identity, cognitive job crafting, professional development, affective organizational commitment and organizational mobility preferences.



Note. - = negative relationship, + = positive relationship, H = hypothesis.

Method

This section provides information on the study design, participants, measures and statistical analyses.

Design

This research makes use of a quantitative research approach, using an online survey to conduct a cross-sectional study design. Using an online survey makes it easier to question a larger group of people. A cross-sectional design involves looking at data that is collected at a particular point in time. This design ensures that a lot of information can be obtained in a relatively quick way about multiple variables.

The survey was created using the program 'Qualtrics' (Qualtrics XM, 2019). Social media (LinkedIn, Facebook, Whatsapp) was used to spread the survey. The goal of this study was to target as many people (dutch and non dutch origin). In order to reach a wide range of people the 'snowballing effect' was used, where the respondents were asked to send the survey to their friends/neighbours/family. The use of the internet allowed participants to complete the survey from anywhere in the world, on both laptop and mobile devices. Although the research

is being conducted in the Netherlands, it was decided to develop the survey in English. This because it allows us to recruit even more participants, since many people on social media are from non-Dutch origin. In order to examine whether the English language was not too complicated, several dutch people (with different levels of education) completed the survey beforehand. These people indicated that the survey was perfectly doable.

This study is registered to the Ethical Board, because their guidelines are followed. Participants of the study were informed about the research goal, anonymity and confidentiality. Subsequently, participants were asked for 'informed consent', meaning that they agree to participate in the study (see appendix B).

Participants

Prior to the study, the 'ideal' sample size was estimated using G*Power (version 3.1.9.4.) (Faul, Erdfelder, Buchner & Lang, 2009). According to the a priori G-power analysis, 129 participants can be considered an estimate for the sample size. In case of a sample size of 129, the effect size is 0,15 (power = 0.95, α = 0.05, F_2 = 0.15). According to Cohen's criteria, an effect size of 0,15 is considered medium (Cohen, 1988). As there is little indication from previous research of the strength of the relationships investigated, a medium effect size was applied.

A total of 272 participants filled in the survey of whom 100 (36.8%) are male, 170 are female (62.5%) and 2 prefer not to say (0,7%). Ages range from 18 to 77 years. The most participants are between the age of 18 and 30 (33.1%). Regarding education, most participants are highly educated (90,07% have their HBO certificate or higher). In terms of contract type, most people have a permanent labour contract (57.7%). Finally, on average people have worked for 5 companies. An overview of the descriptive statistics can be found in Appendix A.

Measures

To ensure the validity of the study, existing scales with a high degree of reliability were used. Additionally, the reliability and inter-item correlation of each scale was calculated in the present study. When looking at the items of the AOC questionnaire, some questions were positively stated and some negatively. Various studies have shown that negative items have a negative impact on the reliability and validity of scales (Weems & Onwuegbuzie 2001). Therefore, the items of concern were reversed before the data collection. The entire survey can be found in appendix C to G.

Organizational Mobility Preferences (OMP). Originally, the Boundaryless Career Attitudes Scale, developed by Briscoe and Hall (Briscoe et al., 2006) is used to measure both boundaryless mindset and OMP. Yet, only the five questions that measure OMP were used. Briscoe and Hall recorded a cronbach's alpha of 0,76 of the five questions concerning OMP. The questions were asked on a 5-point likert scale (1 = to a little/no extent, 5 = to a great extent) and an example question is: '*If my organization provided lifetime employment, I would never desire to seek work in other organisations*' (Briscoe et al., 2006) (see Appendix C). The reliability in the present study of this scale turned out to be $\alpha = 0.77$ with an average inter-item correlation of 0.40.

Affective Organizational commitment (AOC). For assessing AOC the 6-item Organisation Commitment Scale will be used (O'Reilly & Chatman, 1986). Karim and Noor (2006) recorded an alpha of 0,81 and an example question is: '*I do feel a strong sense of belonging to this organization*'. The questions were asked on a 7 point likert scale ranging (1= strongly disagree, 7 = strongly agree) (see appendix D). The reliability in the present study of this scale turned out to be $\alpha = 0.89$ with an average inter-item correlation of 0.59.

Organisational identification (OI): OI is measured using a six item scale (Ashforth & Mael, 1992), which measures the '*extent to which an individual identifies with the organization and feels a sense of belongingness towards it*'. The cronbach's also recorded in Ashforth and Mael's article is 0,81. Example items are: '*When someone criticizes the organisation or agency I work for, it feels like a personal insult*'. The items were measured on a 7 point likert scale (1= strongly disagree, 7 = strongly agree) (see Appendix E). The reliability in the present study of this scale turned out to be $\alpha = 0.86$ with an average inter-item correlation of 0.50.

Cognitive job crafting (CJC). Wrześniewski and Dutton (2001) developed a questionnaire measuring different types of job crafting. In the present paper, only the five questions that measure CJC are used. In the article, Wrześniewski and Dutton (2001) recorded a cronbach's alpha of 0.89 of those five questions. The constructed scale is measured on a five-point Likert scale ranging from "never" (1) to "very often" (5). An example question is: '*I think about how my work gives my life meaning*' (see Appendix F). The reliability in the present study of this scale turned out to be $\alpha = 0.82$ with an average inter-item correlation of 0.48.

Professional development (PD). The participation in opportunities for professional development will be measured with three questions regarding PD in an organisation. No existing questionnaires on measuring professional development activities could be found (Abadiano and Turner, 2004; Evers, Kreijns and Van der Heijden, 2016), therefore Hyytinen

(2020) conducted interviews within different organizations and composed questions based on those interviews. The items were measured on a 5 point Likert scale (1 = never, 5 = always). An example question is: '*I participate in the opportunities for professional development offered by my organization*' (see Appendix G). The cronbach's alpha recorded in Hyytianinen (2020) study is $\alpha = .74$ and an inter-item correlation was found to be an average of .49 (Hyytianinen, 2020). The reliability in the present study of this scale turned out to be $\alpha = 0.74$ with an average inter-item correlation of 0.49.

Statistical analysis

With the aid of the *Statistical Program for Social Sciences (SPSS)* the research question will be tested, in which different analyses will be done. Firstly, the data will be checked on missing values. Missing values are data of variables that are missing (can be caused by a participant forgetting to fill in a certain question in a survey). In this sample, a total of 343 participants filled in the survey, but 71 participants did not finish the study or had not answered all the questions (20.70%). Therefore 71 respondents were removed from the sample, which left 272 respondents in the dataset. The reason why so much data was not usable is because it was forgotten to check the box that you must have answered every question if you want to proceed to the next page. As a result, participants were able to proceed to the next page without completing all answers. Secondly, the dataset is checked for linearity, independence, homoscedasticity and normality (Tabachnick & Fidell, 2014). Almost all assumptions were met. Only the normality assumption needs more attention for the scales: OMP, CJC, PD and OI. This is because the p-value of the Shapiro-Wilk test showed significance, meaning that the different scales are *not* normally distributed. However, when looking at the histogram, the graphs indicate that the scales are *roughly* normally distributed. Since research shows that a violation of the assumption of normality is quite common for larger samples (Pallant, 2014) it was decided not to alter the scales. Additionally, the data is checked for outliers. In the OMP scale two outliers were found, four in the CJC scale, three in the OI scale and nine in the PD scale. Yet, before removing the outliers, the Mahalanobis distance is performed to check for multivariate outliers. The results showed that there are no multivariate outliers (no probability was below 0.001, which indicates that the chance is high that it is not an outlier). Therefore, no responses were removed.

Herman single factor test. The choice to use only a survey in this study, might increase the risk for several common method biases (Jacobsen & Jensen, 2015). Respondents give information on the antecedent variables, as well as the outcome and moderator variable. This might be biased because people have the tendency to overestimate themselves, since they see themselves in a ‘too positive manner’ (Jakobsen & Jensen, 2015). In order to ensure that the common method bias does not play a role in this dataset, the Harman Single Factor test was conducted. This test indicated a total variance of 32.12%, which is below the 50% threshold. Therefore it can be said that the common method bias did not affect the dataset.

Principal component analysis (PCA). A PCA test was conducted, using oblique rotation for all scales at once. Its purpose was to test whether the items of a particular scale load on a presumed distinct component. The Kaiser-Meyer-Olkin showed a value 0.896. According to Dziuban & Shirkey (1974), above 0.8 is meritorious. Therefore the data is suited for factor analysis. Additionally, Bartlett’s test of sphericity showed statistically significant ($p < .001$). Hereafter, an analysis was done to determine the eigenvalues for each component. The output identified five components, which all had an eigenvalue greater than 1. The ‘Pattern Matrix’ shows that all items classifying PD, AOC and CJC are loaded on one distinct component. Apart from that, the items of OMP and OI are spread across multiple components (see ‘Pattern Matrix’ in Appendix H). For clarity and visibility, coefficients that fall below 0.4 are not shown in the table. This is because according to Stevens (1992) coefficients below 0.4 are not strong enough. Subsequently, with the five ‘fixed number of factors’ the PCA test was runned again. Component 1 explains 34.47 % of the total variance, whereas component 2 explains 9.18 %, component 3 explains 8.17%, component 4 explains 5,83% and component 5 5.27%.

Afterwards the mean, standard deviation of each scale and the correlation between the variables is calculated (see appendix I). What is notable is that the mean of each scale is quite in the middle of the range. Yet, the mean of the PD scale is quite high (3,69 out of 5). When looking at the correlations it can be seen that all the correlations between the scales are statistically positively significant. What is notable about the other variables is that education is positively statistically significantly correlated with PD ($r = 0.17$, $p < .01$), meaning that the higher the level of education, the higher the participation is in PD activities. Something else that stands out is that age is significantly positively correlated with every scale, meaning that the older someone is, the more he or she feels committed and identified with their organization,

the higher the participation in PD and CJC activities and the more likely he/she is to move beyond organizational boundaries.

After doing all the pre-analysis, the different hypotheses will be tested. The aim of this study was to investigate the different variables individually in regards to the outcome variable OMP, and if they are independently moderated by AOC. Therefore three linear regression analyses are used to test the hypothesis 1 to 3 (i.e. to test the direct effects). To test hypothesis 4, 5 and 6 (the moderation of AOC), PROCESS macro for moderation was used (Hayes, 2017)

Results

Table 3 shows the results of the different linear regression analysis.

Table 3. Unstandardised and standardised regression coefficients, standard error, t and p value for the predictors of the dependent variable OMP

		Organizational Mobility preferences				
		B	SE	β	t	p
<i>Hypothesis 1</i>	Organizational Identity	0,245	0,039	0,357	6,273	0,000
<i>Hypothesis 2</i>	Cognitive Job crafting	0,282	0,072	0,231	3,908	0,000
<i>Hypothesis 3</i>	Professional development	0,199	0,061	0,194	3,254	0,001

Note: B = Unstandardised regression coefficients; SE = standard error; β = Standardised regression; t = t-value; p = p-value

Hypothesis 1 predicated that OI would be negatively related to OMP. The analysis conducted showed that the direct relationship of OI on OMP was positively statistically significant ($b = .245$, $t = 6.273$, 95% CI [-.168, 322], $P < .05$). This positively statistically significant direct relationship does *not* support hypothesis 1, which assumes a statistically significant negative relationship.

Hypothesis 2 predicted that CJC would be negatively related to OMP. Also here, the output showed that the direct relationship of CJC on OMP was positively statistically significant ($b=0.282$, $t=3.908$, 95% CI [0.140, 0.424], $P<0.05$). This positively statistically

significant direct relationship does *not* support hypothesis 2, which assumes a statistically significant negative relationship.

Hypothesis 3 predicted that PD would be negatively related to OMP. The analysis showed that the direct relationship of PD on OMP was statistically positively significant ($b=0.199$, $t=3.254$, 95% CI [0.078, .319], $p<.05$). This positively statistically significant direct relationship does *not* support hypothesis 3, which assumes a statistically significant negative relationship.

After doing the linear regression, the moderation of AOC is added within the different lineaire relations. In table 4, the results of the relationship between OI and OMP, moderated by AOC is presented. See appendix J for a visual plot of this relationship.

Table 4. Moderation analysis with Organizational Mobility Preferences as the dependent variable and Organizational identification as an independent variable. (N = 272)

Organizational Mobility preferences ($R^2 = 0,23$, $F(3,268) = 26,31$, $p = ,000$)						
	b	SE	t	p	LLCI	ULCI
OI	-0,2387	0,1177	-2,0278	0,0436*	-0,4705	-0,0069
AOC ^{mo}	-0,0673	0,1113	-0,6046	0,5460	-0,2864	0,1518
Int_1	0,0694	0,0239	2,9015	0,0040*	0,0223	0,1165

Note: OI = Organizational Identity, AOC = Affective Organizational Commitment, mo = moderator, b = regressiecoëfficiënt, SE = standard error, t = t value, LLCI = lower level of confidence interval, ULCI = upper level of confidence interval, Bootstrap sample: 5000, * $p<.05$

Hypothesis 4 predicted that the negative relationship between OI and OMP will be stronger when AOC is high. The analysis conducted showed a positive significant interaction between OI and AOC (Int_1, $p < 0,05$) suggesting that the relationship between OI and OMP is positively moderated by AOC. The visual plot (appendix J) shows that this is mainly true when AOC is high, because when AOC is high the relationship between OI and OMP becomes even stronger. This moderation of AOC does *not* support hypothesis 4. This is because a moderation is found, but the direct relationship between OI and OMP is positive instead of negative.

Table 5. Moderation analysis with Organizational Mobility Preferences as the dependent variable and Cognitive Job Crafting as an independent variable. (N = 272)

Organizational Mobility preferences ($R^2 = 0,21$, $F(3,268) = 23,54$, $p = ,000$)						
	b	SE	t	p	LLCI	ULCI
CJC	-0,2817	0,1940	-1,4519	0,1477	-,6637	0,1003
AOC ^{mo}	0,0175	0,1382	0,1269	0,8991	-0,2546	0,2897
Int_1	0,0737	0,0404	1,8251	0,0691	-0,0058	0,1533

Note: CJC= Cognitive Job Crafting, AOC = Affective Organizational Commitment, mo = moderator, b = regressiecoëfficiënt, SE = standard error, t = t value, LLCI = lower level of confidence interval, ULCI = upper level of confidence interval, Bootstrap sample: 5000, * $p < .05$, ** $p < 0.01$

Hypothesis 5 predicted that the negative relationship between participation in CJC and OMP will be stronger when AOC is high. As seen in table 5 and in appendix K (visual plot), the interaction effect is not significant (Int_1, $p > 0,05$). Thus, the relation of CJC on OMP is *not* influenced by AOC. Therefore, hypothesis 5 is not supported.

Table 6. Moderation analysis with Organizational Mobility Preferences as the dependent variable and Professional development as an independent variable. (N = 272)

Organizational Mobility preferences ($R^2 = 0,46$, $F(3,268) = 24,12$, $p = ,000$)						
	b	SE	t	p	LLCI	ULCI
PD	-0,3182	0,1583	-2,0099	0,0454*	-0,6299	-0,0065
AOC ^{mo}	-0,012	0,1298	-0,0924	0,9265	-0,2675	0,2435
Int_1	0,0788	0,0350	2,2495	0,0253*	0,0098	0,1477

Note: PD = Professional development, AOC = Affective Organizational Commitment, mo = moderator, b = regressiecoëfficiënt, SE = standard error, t = t value, LLCI = lower level of confidence interval, ULCI = upper level of confidence interval, Bootstrap sample: 5000, * $p < .05$, ** $p < 0.01$

Hypothesis 6 predicted that the negative relationship between the participation in PD activities and OMP, will be stronger when AOC is high. As seen in table 6 and appendix L (visual plot), the interaction effect is significant (Int_1, $p < 0,05$), suggesting that the relationship between PD and OMP is positively moderated by AOC. This moderation of AOC does *not* support hypothesis 6. This is because a moderation is found, but the relationship between PD and OMP is positive instead of negative.

Discussion

The central question in this study is: *how are the antecedents: organisational identity (OI), cognitive job crafting (CJC), professional development (PD) related to organizational mobility preferences (OMP)? How does affective organizational commitment (AOC) moderates these relationships?* The aim of this research was to analyse whether OI, CJC and PD (antecedents) have a negative relationship with OMP (outcome variable). Additionally, AOC was used as moderator to check whether this variable influenced the relationship between the antecedents and the outcome variable.

Interpretation of results

Departing from the PE-fit model, the different relationships have been formulated. Firstly, three hypotheses have been formulated to test the direct relationship between OI (hypothesis 1), CJC (hypothesis 2) and PD (hypothesis 3) on one hand and OMP on the other hand. According to the P-E fit framework, when employees perceive a misfit with their organization, they will eventually leave the organization for another organization in which they perceive a fit (Wilk & Sackett, 1996). Since OI, PD and CJC are ways in which an employee can *actively* ensure a fit between the person and organization (Tims, Derks & Bakker, 2016), it was expected that these variables are negatively related to OMP. Yet, a statistically significant relationship is found, but surprisingly in the opposite direction: positive. Therefore hypothesis 1 to 3 are *not* confirmed.

Furthermore, this study tested the moderation of AOC on the relationship between OI (hypothesis 4), CJC (hypothesis 5) and PD (hypothesis 6) on one hand and OMP on the other hand. The idea behind this was that according to the PE-fit framework, when individuals experience a good fit with their organization, this can lead to AOC (Chhabra, 2015). Additionally, employees who score high on AOC will be more intrinsically motivated to stay within their organization (Meyer, 2004). Therefore it was expected that when an employee

does not feel committed with his/her organization it makes it *easier* for the employee to turnover and look for a better alternative, despite the OI they feel towards the organization, CJC and PD activities. In other words, the negative relationship between the antecedents and the outcome variable would be stronger when AOC is high. Although a statistically significant moderation of AOC is found for OI and PD on OMP, the direct relationship between the antecedents and the outcome variable is positive (instead of the predicted negative relation). Therefore hypothesis 4 to 6 are also *not* confirmed.

Theoretical and literature-based explanations

The results in this study showed a positively significant relationship between the different direct effects. Which means that the stronger someone identifies with an organization, or participates in CJC or PD activities, the more likely he or she is to move beyond organizational boundaries. So how can it be explained that the direct relationships between OI, CJC and PD on OMP are positive statistically significant while literature and the PE-fit model predicted a negative relationship (hypothesis 1 to 3)?

It is first of all important to realize that OMP is a relatively new behavior. For this reason there is no theory identified in the literature that can describe OMP. Therefore the hypotheses were based on general notes and theories (PE-fit framework) instead of specific ones. This can be both a strength as well as a weakness to use such a general framework. A strength because it allows a richer and greater understanding of the relationships between the variables. A weakness because it makes precise hypothesizing beforehand difficult (Kreiner 2006).

Thus, if the general theory is less applicable to the results, then we could look at alternative theories such as Broaden and Build Theory (B&B theory) (Fredrickson, 2004) and the self-determination theory (SDT) (Ryan & Deci, 2002). These theories have a different focus than the P-E fit framework and therefore might better describe the results found in this study. Whereas the P-E fit framework focusses on a fit or misfit between the organization and employees, the B&B theory and the STD focuses more on the individual as an autonomous being who proactively grows and develops. More specifically, the B&B theory is based on action-oriented individuals who grow through positive emotions (Fredrickson & Joiner, 2018). By experiencing positive emotions, people feel safe and free to experiment with a different type of behavior and with different ways of thinking, in short: developing themselves further (Fredrickson & Joiner, 2002). Additionally, positive emotions enhance

optimism and proactive behavior (Hmieleski & Baron, 2008). Like the B&B theory, the SDT also focuses strongly on the autonomous growth of the individual. This theory assumes that humans are *active growth-oriented* organisms (Studer & Knecht, 2016). The theory argues that facing challenges and gaining new experiences are essential to developing a coherent sense of self. Additionally, this theory states that autonomous motivation is important, for example the need to be independent and to gain knowledge (Cherry, 2021).

So in both the B&B theory and the SDT *proactively, growth and development* are important components. In line with this, according to Sverke (2006), employees are looking to achieve their own career goals. Mirvis and Hall (1994) mentioned that in these boundaryless times, OI is put under pressure because the focus is more on developing an identity that is not tied to the organization, but to the profession one practices. This might describe the positive direct relationship of OI on OMP indicating that it is not the case when someone strongly identifies with the organization it means that those are less likely to move beyond organizational boundaries. So maybe identification with the professional/work is more important than with the organization.

Altogether it could be that it is more than just the experiences fit or misfit between an employee and their organization, which is suggested by the PE-fit framework. It might be that OMP is a different behavior, where proactivity, growth, development and identification with the job (rather than the organization) are important factors. Important to realize is that, besides an experienced fit or misfit, an employee must also actually dare to take a step to leave the organization. Therefore it could be that the B&B theory and the SDT could better describe OMP because in both theories individuals are seen as autonomous humans who have a need to develop, which is facilitated by proactivity.

Hypotheses 4 to 6 were in this study not confirmed, meaning AOC does not moderate the negative relationship between OI, CJC and PD on one hand and OMP on the other hand. The reason why the hypotheses were not supported might be because the hypotheses were derived from the P-E fit framework and not from the growth perspective of the B&B theory and the SDT. Yet, the post hoc analysis shows some interesting findings for future research. Under the heading: 'Post hoc results and future research' will be further elaborated on this.

Limitations

This study has some limitations that are good to mention. Firstly, because of the cross-sectional design of the study nothing can be said about the causality between the study

variables (Field, 2013). Secondly, the use of self-report can lead to biases, for example to social desirability bias (Grant-Vallon, 2002). The interpretation of the results should therefore be done with prudence. Thirdly, because most people in the sample were between the age of 18-30 and highly educated, the sample is not a representation of the total population. Additionally, the respondents in the sample were from WEIRD (western, educated, industrialized, rich, democratic) countries. Therefore the sample in this study can not be generalized to the population or to other cultures. Finally, in this study it was decided to test all relationships independently. It is important to realize that by testing very often, errors may occur. This can prevent solid conclusions from being drawn.

Post hoc results and future research

Post hoc results. The post hoc analyses showed two interesting findings for future research regarding OI and AOC. Firstly, the Principle Component Test (PCA) (appendix H) shows that quite many questions of AOC and OI are loaded on the same component. This can be explained because the definitions of AOC and OI are quite similar. Whereas AOC is about how emotionally involved and *identified* someone is with the organization (Allen, Meyer and Gellatly, 1990), OI is also about the extent to which an individual *identified* with the organization (Dutton, Dukerich, & Harquail, 1994). So the first question that might be interesting for future research is whether both scales have enough unique variance. Secondly, the correlation matrix also shows that (appendix I) OI and AOC are highly correlated with each other (0,68) and with OMP (with AOC 0,49, with OI 0,36). So if the relationship of OI on OMP is strong (albeit in the opposite direction) and the correlation between AOC and OMP as well, it would be interesting for future research to put AOC as an antecedent instead of a moderator variable.

Furthermore the correlation matrix shows that age is significantly related to the different scales. For instance the matrix shows that the older someone is, the more likely he/she is to move beyond organizational boundaries. Since the sample consists of mostly highly educated young people, it would be interesting for future research to include also low educated older people, since age does influence the different scales.

Further research. It should be acknowledged that this research took place during the COVID pandemic, so the results are not consistent in all circumstances. During this pandemic, it may be that people experience more job insecurity, anxiety and financial concerns (Wilson, Lee, Holly) which could lead to people staying within the organization because it creates

uncertainty in these COVID-19 times to switch between organizations. For future research it might be interesting to take COVID-19 into account and investigate how this influences OMP. Additionally, although the majority of the respondents have a permanent contract (57,7), other respondents had a temporary contract or otherwise. Recent study showed that the percentage of flexible jobs in the Netherlands is already higher than before the start of COVID (Redactie Accountancyvanmorgen, 2021). It is interesting for future research to investigate how different contracts affect OMP, because it is conceivable that from a flexible contract one might sooner move beyond organizational boundaries than from a stable basis of a permanent contract.

Practical implications

If it is the case that OMP is actually different behavior in which growth, proactivity and identification with the job (rather than the organizations) are important components, then this can be very relevant for organizations and HR practices.

First of all, when building on the B&B theory and SDT, individuals experience a need to grow and develop as part of OMP. An organization should respond to this by for example offering a growth policy within the organization and to make sure that employees are familiar with this growth policy. This growth policy can consist of professional development opportunities (e.g. training). This space to grow and develop given by the organization will be appreciated by the employee, because employee values possibilities to develop more than the security of keeping their current job (Fugate et al., 2004). So when the time comes that employees start looking around, they will look more quickly within their current organization (*Hoe kun je medewerkers binden en boeien?*, 2020).

Secondly, post hoc results show that AOC is positively related to OMP. This is something that organizations should keep in mind that when an employee wants to move beyond organizational boundaries, this does not necessarily mean that they are not committed to the organization. Therefore it could be that in those boundaryless times it is challenging for organizations to keep people committed or to retain employees. So besides paying attention to the question: *'how do I retain employees?'* organizations might benefit from asking the question: *'for how long is it useful as an organization and employee to invest in each other?'*

Finally, what is interesting is that from a policy standpoint within organizations, there is a lot of attention paid to how to increase the organizational identity of employees, which leads to work identity being under-explored (Brown 2015). However, this study shows that

the relationship between OI and OMP is positive, so it may be that nowadays that employees are more focused on developing an identity that is not tied to the organization, but to the profession one practices. Organizations could respond to this by focussing more on increasing the work and professional identity of employees. This can be done by encouraging job craft activities, for example cognitive job craft activities. To encourage cognitive job crafting, organisations can support employees to reflect weekly on the meaning and importance of their work, which inspire employees to *actively* create meaningful work (Geldenhuis, Bakker, Demerouti, 2020). Moreover, building on the B&B theory, CJC can lead to many positive emotions for instance work engagement (Lu et al, 2014) and satisfaction (Sobaci & Polatci, 2018), which can lead to more growth, proactivity and optimism (Hmielske & Baron, 2008). Realizing the power and effects positive emotions can have (e.g. proactivity, optimism) is not only beneficial for the employee, but also for the employer.

Conclusion

In conclusion, adding to the growing literature on boundaryless career (BC), the results of the present study illustrate that organizational identity (OI), cognitive job crafting (CJC) and professional development (PD) opportunities (surprisingly) positively correlate with organizational mobility preferences (OMP). Yet, no moderation of AOC is found, meaning that AOC does not moderate the negative relationship between OI, CJC and PD on one hand and OMP on the other hand. These findings are a promising area for further research, because these results highlight that besides a perceived fit or misfit with the organization, individual growth and proactivity might be important components of OMP. This study contributes to the awareness that OMP is a new behavior that seems to require a more up to date or different theoretical framework. While it appears that it is challenging for organizations to retain and commit employees in these boundaryless times, organizations can benefit here to ask different questions and to adapt their HR policy.

References

- Abadiano, H. R., & Turner, J. (2004). Professional staff development: What works. *The NERA journal*, 40(2), 87-91.
- Ajzen, I. (1991). The theory of planned behavior. *Organizational behavior and human decision processes*, 50(2), 179-211.
- An, S. H. (2019). Employee voluntary and involuntary turnover and organizational performance: Revisiting the hypothesis from classical public administration. *International Public Management Journal*, 22(3), 444-469.
- Andela, M., & van der Doef, M. (2019). A comprehensive assessment of the person–environment fit dimensions and their relationships with work-related outcomes. *Journal of Career Development*, 46(5), 567-582.
- Arsya, C. H. A. I., & Gatari, E. (2019, August). Why are Your Employees Leaving? The Effect of Organizational Mobility Preferences on Turnover Intentions and Affective Commitment. In *2nd International Conference on Intervention and Applied Psychology (ICIAP 2018)* (pp. 824-834). Atlantis Press.
- Arthur, M., Inkson, K., & Pringle, J. (1999). *The new careers: Individual action and economic change*. Sage.
- Arthur, M. B., & Rousseau, D. M. (1996). A career lexicon for the 21st century. *Academy of Management Perspectives*, 10(4), 28-39.
- Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of management review*, 14(1), 20-39.
- Boon, C., Den Hartog, D. N., Boselie, P., & Paauwe, J. (2011). The relationship between perceptions of HR practices and employee outcomes: examining the role of person–organisation and person–job fit. *The International Journal of Human Resource Management*, 22(01), 138-162.

- Borenstein, M., & Cohen, J. Statistical power analysis: A computer program. Hillsdale, NJ: Lawrence Erlbaum Associates, 1988.
- Briscoe, J. P., & Hall, D. T. (2006). The interplay of boundaryless and protean careers: Combinations and implications. *Journal of vocational behavior*, 69(1), 4-18.
- Briscoe, J. P., Hall, D. T., & DeMuth, R. L. F. (2006). Protean and boundaryless careers: An empirical exploration. *Journal of vocational behavior*, 69(1), 30-47.
- Brown, A. D. (2015). Identities and identity work in organizations. *International journal of management reviews*, 17(1), 20-40.
- Butler, C. L., Campus, K. H., & Guest, D. (2018). Antecedents of Protean and Boundaryless Career Orientations: the Role of Core Self-Evaluations, Perceived Employability and Social Capital.
- Cable, D. M., & Judge, T. A. (1996). Person–organization fit, job choice decisions, and organizational entry. *Organizational behavior and human decision processes*, 67(3), 294-311.
- Chan, W. S., & Dar, O. L. (2014). Boundaryless career attitudes, employability and employee turnover: Perspective from Malaysian hospitality industry. *Research Journal of Applied Sciences, Engineering and Technology*, 7(12), 2516-2523.
- Cherry, K. (2021, 15 maart). *How Does Self-Determination Theory Explain Motivation?* Verywell Mind. <https://www.verywellmind.com/what-is-self-determination-theory-2795387>
- Chhabra, B. (2015). Person–job fit: Mediating role of job satisfaction & organizational commitment. *The Indian Journal of Industrial Relations*, 638-651.
- DeFillippi, R. J., & Arthur, M. B. (1994). The boundaryless career: A competency-based perspective. *Journal of organizational behavior*, 15(4), 307-324.
- De Jonge, J., Le Blanc, P., & Schaufeli, W. (2013). Theoretische modellen over werkstress.

- Donaldson, S. I., & Grant-Vallone, E. J. (2002). Understanding self-report bias in organizational behavior research. *Journal of business and Psychology*, *17*(2), 245-260.
- Dutton, J. E., Dukerich, J. M., & Harquail, C. V. (1994). Organizational images and member identification. *Administrative science quarterly*, 239-263.
- Dziuban, C. D., & Shirkey, E. C. (1974). When is a correlation matrix appropriate for factor analysis? Some decision rules. *Psychological bulletin*, *81*(6), 358.
- Edwards, J. R., & Cable, D. M. (2009). The value of value congruence. *Journal of Applied Psychology*, *94*(3), 654.
- Edwards, J. R. (1991). *Person-job fit: A conceptual integration, literature review, and methodological critique*. John Wiley & Sons.
- Ersyaa, C. H. A. I., & Gatarib, E. (2019). Why are Your Employees Leaving? The Effect of Organizational Mobility Preferences on Turnover Intentions and Affective Commitment.
- Evers, A. T., Van der Heijden, B. I., & Kreijns, K. (2016). Organisational and task factors influencing teachers' professional development at work. *European Journal of Training and Development*.
- Faul, F., Erdfelder, E., Buchner, A., & Lang, A. G. (2009). Statistical power analyses using G* Power 3.1: Tests for correlation and regression analyses. *Behavior research methods*, *41*(4), 1149-1160.
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics*. sage.
- Fredrickson, B. L., & Joiner, T. (2002). Positive emotions trigger upward spirals toward emotional well-being. *Psychological science*, *13*(2), 172-175.
- Fredrickson, B. L. (2004). The broaden-and-build theory of positive emotions. *Philosophical Transactions of the Royal Society of London. Series B: Biological Sciences*, *359*(1449), 1367-1377.

- Fredrickson, B. L., & Joiner, T. (2018). Reflections on positive emotions and upward spirals. *Perspectives on Psychological Science, 13*(2), 194-199.
- French, J. R., Caplan, R. D., & Van Harrison, R. (1982). *The mechanisms of job stress and strain* (Vol. 7). Chichester [Sussex]; New York: J. Wiley.
- Greguras, G. J., & Diefendorff, J. M. (2009). Different fits satisfy different needs: Linking person-environment fit to employee commitment and performance using self-determination theory. *Journal of applied psychology, 94*(2), 465.
- Hall, D. T., & Mirvis, P. H. (1996). The new protean career: Psychological success and the path with a heart. *The career is dead: Long live the career, 23*, 15-45.
- Haslam, S. A., & Ellemers, N. (2005). Social identity in industrial and organizational psychology: Concepts, controversies and contributions. *International review of industrial and organizational psychology, 20*(1), 39-118.
- Haslam, S. A., & Platow, M. J. (2001). The link between leadership and followership: How affirming social identity translates vision into action. *Personality and Social Psychology Bulletin, 27*(11), 1469-1479.
- Haslam, S. A., Platow, M. J., Turner, J. C., Reynolds, K. J., McGarty, C., Oakes, P. J., ... & Veenstra, K. (2001). Social identity and the romance of leadership: The importance of being seen to be 'doing it for us'. *Group processes & intergroup relations, 4*(3), 191-205.
- Hmieleski, K. M., & Baron, R. A. (2008). Regulatory focus and new venture performance: A study of entrepreneurial opportunity exploitation under conditions of risk versus uncertainty. *Strategic Entrepreneurship Journal, 2*(4), 285-299.
- Hoe kun je medewerkers binden en boeien?* (2020, 14 oktober). Online Academy.
<https://www.onlineacademy.nl/nieuws/je-medewerkers-binden-en-boeien/>
- Hudspeth, J., Curry, C. L., Sacks, Z., & Surena, C. (2015). Continuing professional development in low-resource settings: Haiti as example. *Annals of global health, 81*(2).

- Hyttiäinen, V. L. L. (2020). *Work Identity at work: The mediating role of work engagement and intrinsic motivation in the relationship between work identity and professional development* (Master's thesis).
- Inkson, K., Gunz, H., Ganesh, S., & Roper, J. (2012). Boundaryless careers: Bringing back boundaries. *Organization studies*, 33(3), 323-340.
- Ito, Jack K. 2003. Career Branding and Mobility in the Civil Service: An Empirical Study. *Public Personnel Management* 32(1): 1-21
- Jackson, C. (1996). Managing and developing a boundaryless career: Lessons from dance and drama. *European Journal of Work and Organizational Psychology*, 5(4), 617-628.
- Jakobsen, M., & Jensen, R. (2015). Common method bias in public management studies. *International Public Management Journal*, 18(1), 3-30.
- Kark, R., & Van Dijk, D. (2007). Motivation to lead, motivation to follow: The role of the self-regulatory focus in leadership processes. *Academy of management review*, 32(2), 500-528.
- Khatri, N., Fern, C. T., & Budhwar, P. (2001). Explaining Employee Turnover in an Asian Context. *Human Resource Management Journal*, 11(1), 54-74 doi:10.1111/j.1748-8583.2001.tb00032.x
- Kilic, E., Tatar, B., & Erdil, O. (2020). The Relationship Between Job Crafting and Organizational Identification: The Mediating Role of Affective Well-being. *Business and Economics Research Journal*, 11(1), 201-212.
- Kreiner, G. E. (2006). Consequences of work-home segmentation or integration: A person-environment fit perspective. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(4), 485-507.
- Kristof-Brown, A., & Guay, R. P. (2011). Person–environment fit. In *APA handbook of industrial and organizational psychology, Vol 3: Maintaining, expanding, and contracting the organization*. (pp. 3-50). American Psychological Association.

- Kristof-Brown, A. L., Zimmerman, R. D., & Johnson, E. C. (2005). Consequences OF INDIVIDUALS'FIT at work: A meta-analysis OF person–job, person–organization, person–group, and person–supervisor fit. *Personnel psychology*, 58(2), 281-342.
- Lazarova, M., & Taylor, S. (2009). Boundaryless careers, social capital, and knowledge management: Implications for organizational performance. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 30(1), 119-139.
- Lee, C. H., & Bruvold, N. T. (2003). Creating value for employees: investment in employee development. *The International Journal of Human Resource Management*, 14(6), 981-1000.
- Lee, K., Allen, N. J., Meyer, J. P., & Rhee, K. Y. (2001). The three-component model of organisational commitment: an application to South Korea. *Applied Psychology*, 50(4), 596-614.
- Lee, T. W., Mitchell, T. R., Wise, L., & Fireman, S. (1996). An unfolding model of voluntary employee turnover. *Academy of Management journal*, 39(1), 5-36.
- Mael, F., & Ashforth, B. E. (1992). Alumni and their alma mater: A partial test of the reformulated model of organizational identification. *Journal of organizational Behavior*, 13(2), 103-123.
- Mazzetti, G., Lancioni, C., Derous, E., & Guglielmi, D. (2018). Tackling job insecurity: Can a boundaryless career orientation boost job crafting strategies and career competencies?. *Psicologia sociale*, 13(2), 129-146.
- Meyer, J. P., & Allen, N. J. (2004). TCM employee commitment survey academic users guide 2004. *London, Ontario, Canada: The University of Western Ontario, Department of Psychology*.
- Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of applied psychology*, 75(6), 710.

- Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee commitment and motivation: a conceptual analysis and integrative model. *Journal of applied psychology, 89*(6), 991.
- Mirvis, P. H., & Hall, D. T. (1994). Psychological success and the boundaryless career. *Journal of organizational behavior, 15*(4), 365-380.
- Moss Kanter, R. (1989). *When Giants Learn to Dance: Mastering the Challenges of Strategy. Management and Careers in the 1990s, Simon et Schuster, New York, NY.*
- Nielsen, K., & Abildgaard, J. S. (2012). The development and validation of a job crafting measure for use with blue-collar workers. *Work & Stress, 26*(4), 365-384.
- O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of applied psychology, 71*(3), 492.
- Pfeffer, J., & Baron, J.N. (1988). Taking the workers back out: Recent trends in the restructuring of employment. *Research in organizational behavior, 10*(1988), 257-303.
- POLATCI, S., & SOBACI, F. (2020). THE EFFECT OF JOB CRAFTING ON JOB
- Powell, W. W., & Snellman, K. (2004). The knowledge economy. *Annu. Rev. Sociol., 30*, 199-220.
- Redactie Accountancyvanmorgen. (2021, 14 juni). *WAB werkt (nog) niet: meer flexbanen dan voor crisis*. Accountancy Vanmorgen.
<https://www.accountancyvanmorgen.nl/2021/06/14/wab-werkt-nog-niet-meer-flexbanen-dan-voor-crisis/>
- Rousseau, D. M., & Wade-Benzoni, K. A. (1995). Changing individual–organization attachments: A two-way street.

Ryan, R. M., & Deci, E. L. (2002). Overview of self-determination theory: An organismic dialectical perspective. *Handbook of self-determination research*, 2, 3-33.

SATISFACTION: A RESEARCH ON TEACHERS. *Journal of Global Strategic Management*, 12(1), 49–56. <https://doi.org/10.20460/jgsm.2018.260>

Schneider, B. (2001). Fits about fit. *Applied psychology*, 50(1), 141-152.

Schyns, B., Torcka, N., & Gössling, T. (2007). Turnover intention and preparedness for change: Exploring leader-member exchange and occupational self-efficacy as antecedents of two employability predictors. *Career development international*.

Sekiguchi, T. (2004). Person-organization fit and person-job fit in employee selection: A review of the literature. *Osaka keidai ronshu*, 54(6), 179-196.

Shah, A. A. S. H. A., Deen, K. A., & SZABIST, I. (2015). The effect of person-environment fit on turnover intentions of employees with the mediating role of job satisfaction in banking sector of Pakistan. *European Journal of Business and Management*, 7(31), 47-59.

Steensma, H. (2017). *Positieve psychologie van arbeid en organisatie* (1ste ed.). Boom Lemma.

Steers, R. M., & Black, S. J. (1997). *Organizational Behavior* (Teachers Guide ed.). Harpercollins College Div.

Studer, B., & Knecht, S. (2016). Motivation: What have we learned and what is still missing?. *Progress in brain research*, 229, 441-450.

Sullivan, S. E., & Arthur, M. B. (2006). The evolution of the boundaryless career concept: Examining physical and psychological mobility. *Journal of vocational behavior*, 69(1), 19-29.

- Sullivan, S. E., & Emerson, R. (2000). Recommendations for successfully navigating the boundaryless career: From theory to practice. In *Academy of Management 2000 annual conference, Chicago*.
- Sverke, M., Hellgren, J., Näswall, K., (2006). Job insecurity, A literature review. *Saltsa, National Institute for Working Life, Report No. 1*, pp. 155-177.
- Tabachnick, B. G., & Fidell, L. S. (2014). *Using multivariate statistics: Pearson new international edition*. Pearson..
- Tams, S., & Arthur, M. B. (2010). New directions for boundaryless careers: Agency and interdependence in a changing world. *Journal of Organizational Behavior*, 31(5), 629-646.
- Tims, M., Bakker, A. B., & Derks, D. (2013). De Job Demands-Resources benadering van job crafting. *Gedrag & Organisatie*, 26(1), 16-31.
- Tims, M., Derks, D., & Bakker, A. B. (2016). Job crafting and its relationships with person–job fit and meaningfulness: A three-wave study. *Journal of Vocational Behavior*, 92, 44-53.
- Tinsley, H. E. (2000). The congruence myth: An analysis of the efficacy of the person–environment fit model. *Journal of vocational behavior*, 56(2), 147-179.
- Van Dick, R., Christ, O., Stellmacher, J., Wagner, U., Ahlswede, O., Grubba, C., ... & Tissington, P. A. (2004). Should I stay or should I go? Explaining turnover intentions with organizational identification and job satisfaction. *British journal of management*, 15(4), 351-360.
- Van Knippenberg, D., & Van Schie, E. C. (2000). Foci and correlates of organizational identification. *Journal of occupational and organizational psychology*, 73(2), 137-147.
- Verbruggen, M. (2012, July). The Impact of Turnover Intentions on Career Satisfaction among Stayers. In *Academy of Management Proceedings* (Vol. 2012, No. 1, p. 11659). Briarcliff Manor, NY 10510: Academy of Management.

- Volmer, J., & Spurk, D. (2011). Protean and boundaryless career attitudes: Relationships with subjective and objective career success. *Zeitschrift für ArbeitsmarktForschung*, 43(3), 207-218.
- Wang, H., Demerouti, E., & Bakker, A. B. (2016). A review of job crafting research. *Proactivity at work: Making things happen in organizations*, 77.
- Weems, G. H., & Onwuegbuzie, A. J. (2001). The impact of midpoint responses and reverse coding on survey data. *Measurement and Evaluation in Counseling and Development*, 34(3), 166-176.
- Wilk, S. L., & Sackett, P. R. (1996). Longitudinal analysis of ability-job complexity fit and job change. *Personnel Psychology*, 49(4), 937-967.
- Wilson, J. M., Lee, J., Fitzgerald, H. N., Oosterhoff, B., Sevi, B., & Shook, N. J. (2020). Job insecurity and financial concern during the COVID-19 pandemic are associated with worse mental health. *Journal of occupational and environmental medicine*, 62(9), 686-691.
- Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of management review*, 26(2), 179-201.

Appendix A
Descriptive statistics (N=272)

Category	Subcategories	N	%
Sex	Male	100	36.8
	Female	170	62.5
	Prefer not to say	2	0.7
Age	18-30	90	33.09
	31-40	33	12.13
	41-50	57	20.96
	51-60	70	25.74
	61+	22	8.09
Educational level	Primary education	0	0
	High school (secondary education)	13	4.8
	Intermediate vocational education (MBO)	14	5.1
	University of applied sciences (HBO)	62	22.8
	Bachelor's degree	41	15.1
	Master's degree	116	42.6
	Doctoral degree	26	9.6
Contracttype	Temporary labour contract (tijdelijk contract)	52	19.1
	Permanent labour contract (vast contract)	157	57.7
	Contract with a recruitment agency (uitzendcontract)	4	1.5
	Zero-hour contract (nul uren contract)	21	7.7
	Freelancer contract	15	5.5
	Not working at the moment	11	4.0
	Other	12	4.4

Appendix B – Introduction

Moving beyond organizational boundaries

Dear participant,

Thank you for choosing to participate in my research project. I highly appreciate your time and support! My name is Hanna van Laar, and I am conducting this survey as part of my Master's thesis in Work & Organizational Psychology at Utrecht University.

The purpose of this study is to get insight in how you perceive your work. I will ask you about this by presenting you with several statements that are relevant to your work. You will be asked to indicate to which degree these statements apply to you and/or your current working situation. Please respond as honestly as possible. **There are no right or wrong answers.**

Your responses will be kept **anonymous** throughout the study. They will only be accessed by the main researcher and will only be used for the purpose of completing this study.

Filling in the questionnaire should take you **around 5 minutes**. Your participation in this research is **fully voluntary**. You have the right to withdraw at any point during the study, for any reason, and without any prejudice.

Thank you very much in advance for your participation!

Informed consent

By clicking the 'I consent' on this page, you acknowledge that your participation in the study is indeed **voluntary**, you are **at least 18 years** of age and that you are aware that you may choose to terminate your participation in the study at any time and for any reason.

- I consent (begin the study)
- I do not consent (I do not want to participate)

Appendix C - Organizational Mobility Preferences Scale

The following questions are about how you perceive your career.

Please indicate the extent to which the following statements are true for you, using the following response scale.

1. If my organization provided lifetime employment, I would never desire to seek work in other organizations.
2. In my ideal career, I would work for only one organization.
3. I would feel very lost if I couldn't work for my current organization.
4. I like the predictability that comes with working continuously for the same organization.
5. I prefer to stay in a company I am familiar with rather than look for employment elsewhere.

Appendix D - Affective Organizational Commitment

The following questions are about how committed you feel with your current organisation. If you are not currently employed please answer these questions regarding your last job.

Please indicate the extent to which the following statements are true for you, using the following response scale.

1. I would be very happy to spend the rest of my career in this organization.
2. I really feel as if this organization's problems are my own.
3. I do feel like 'part of my family' at this organization.
4. I do feel 'emotionally attached' to this organization.
5. This organization has a great deal of personal meaning for me.
6. I do feel a strong sense of belonging to this organization.

Appendix E - Organizational Identification

The following questions are about how strongly you identify with your current organization. If you are not currently employed please answer these questions regarding your last job.

Please indicate the extent to which the following statements are true for you, using the following response scale.

1. When someone criticizes the organisation I work for, it feels like a personal insult
2. I am very interested in what others think about my organization or my place of work
3. When I talk about this organisation, I usually say 'we' rather than 'they'
4. This organisation's successes are my successes
5. When someone praises the organization, it feels like a personal compliment
6. If a story in the media criticized the organization, I would feel embarrassed

Appendix F - Cognitive Job Crafting

These statements are about the **opportunities you engage in** within your current organization to make your work more engaging and fulfilling. You can think of creating opportunities to connect with more people at work, or trying to view your job in a new way to make it more purposeful. If you are not currently employed please answer these questions regarding your last job.

Please indicate the extent to which you engage in the following behaviours using the following response scale.

(Always means as often as possible in your workplace).

1. I think about how my job gives my life purpose
2. I remind myself about the significance my work has for the success of the organisation
3. I remind myself of the importance of my work for the broader community
4. I think about the way in which my work positively impacts my life
5. I reflect on the role my job has for my overall well being

Appendix G - Professional development

The following statements are about the **development opportunities** within your current organization. You can think of training opportunities to develop your professional/personal skills, workshops to introduce you to a skill and/or online courses to expand your knowledge. If you are not currently employed please answer these questions regarding your last job.

Please read each statement carefully and indicate with which frequency of the statements fits you.

1. My organization offers opportunities for professional development.
2. I participate in the opportunities for professional development offered by my organization.
3. I enjoy participating in professional development opportunities offered to me.

Appendix H: Principal Component Analysis

Pattern Matrix: varimax rotation Factor Structure of the survey

	Component/factor				
	1	2	3	4	5
AOC: I do feel 'emotionally attached' to this organization	0.823				
AOC: This organization has a great deal of personal meaning for me	0.799				
AOC: I do feel a strong sense of belonging to this organization	0.801				
AOC: I do feel like 'part of my family' at this organization	0.749				
AOC: I really feel as if this organization problems are my own	0.680				
AOC: I would be very happy to spend the rest of my career in this organization	0.559				
OMP: I prefer to stay in a company I am familiar with rather than look for employment elsewhere				0.794	
OMP: In my ideal career, I would work for only one organization				0.747	
OMP: I like the predictability that comes with working continuously if the same organization				0.673	
OMP: I would feel very lost If I couldn't work for my current organization	0.420			0.601	
OMP: If my organization provided lifetime employment, I would never desire to seek work in other organizations	0.498			0.571	
CJC: I think about the way in which my work positively impact my life		0.829			
CJC: I reflect on the role my job has for my overall well being		0.753			
CJC: I think about how my job gives my life purpose		0.764			
CJC: I remind myself of the important of my work for the broader community		0.711			

CJC: I remind myself about the significance my work has for the success of the organization		0.538			
PD: I participate in the opportunities for professional development offered by my organization					0.673
PD: I enjoy participating in professional development opportunities offered to me					0.805
PD: My organization offers opportunities for professional development					0.673
OI: If a story in the media criticize the organization, I would feel embarrassed				0.763	
OI: I am very interested in what others think about my organization or my place of work				0.675	
OI: When someone criticizes the organization I work or, if feels like a personal insult				0.669	
OI: When someone praises the organization, if feels like a personal compliment	0.437			0.667	
OI: This organization's successes are my successes	0.530			0.557	
OI: When I talk about this organization, I usually say 'we' rather than 'they'	0.496			0.508	
Eigenvalue	8.617	2.296	2.041	1.457	1.317
% of variance	34.47	9.18	8.165	5.828	5.267

Note. AOC = Affective Organizational Commitment, OMP = Organizational Mobility Preferences, CJC = Cognitive Job Crafting, PD = Professional Development, OI = Organizational Identification

Appendix I

Range, means, standard deviations, and correlations coefficient of study variables (N=270)

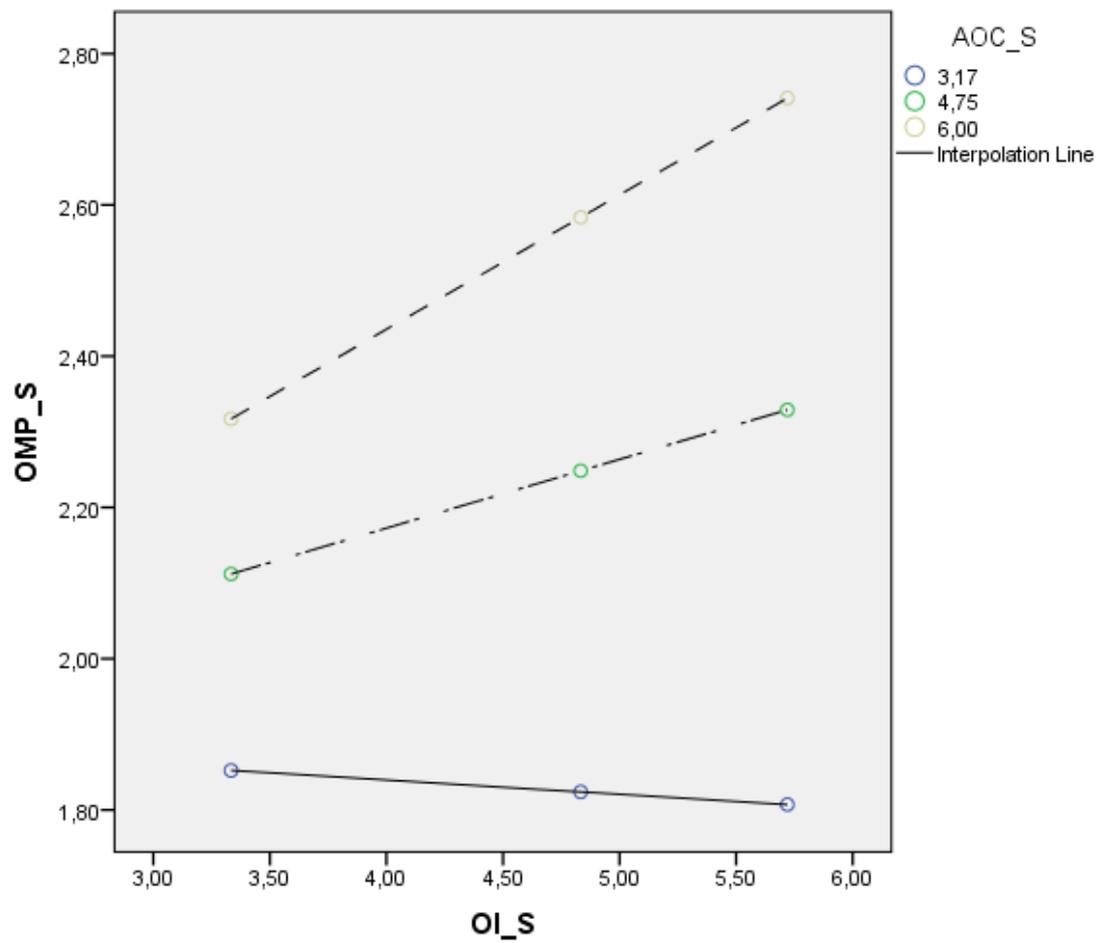
		Range	M	SD	1	2	3	4	5	6	7	8
1.	OMP	1-5	2.26	0.83	-							
2.	AOC	1-7	4.61	1.36	0.49**	-						
3.	OI	1-7	4.59	1.21	0.36**	0.67**	-					
4.	CJC	1-5	3.41	0.68	0.23**	0.45**	0.44**	-				
5.	PD	1-5	3.69	0.81	0.20**	0.43**	0.42**	0.37**	-			
6.	Gender	1= Male 2= Female	1.65	0.52	0.06	-0.04	-0.02	0.05	-0.04	-		
7.	Education	1= Primary 2= High school 3= MBO 4= HBO 5= Bachelor 6= Master 7= Doctoral	5.14	1.29	-0.02	0.14*	0.13*	0.12*	0.17**	0.05	-	
8.	Age	18-77	2.64	1.38	0.14*	0.36**	0.21**	0.20**	0.12*	-0.27**	0.15*	-

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

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

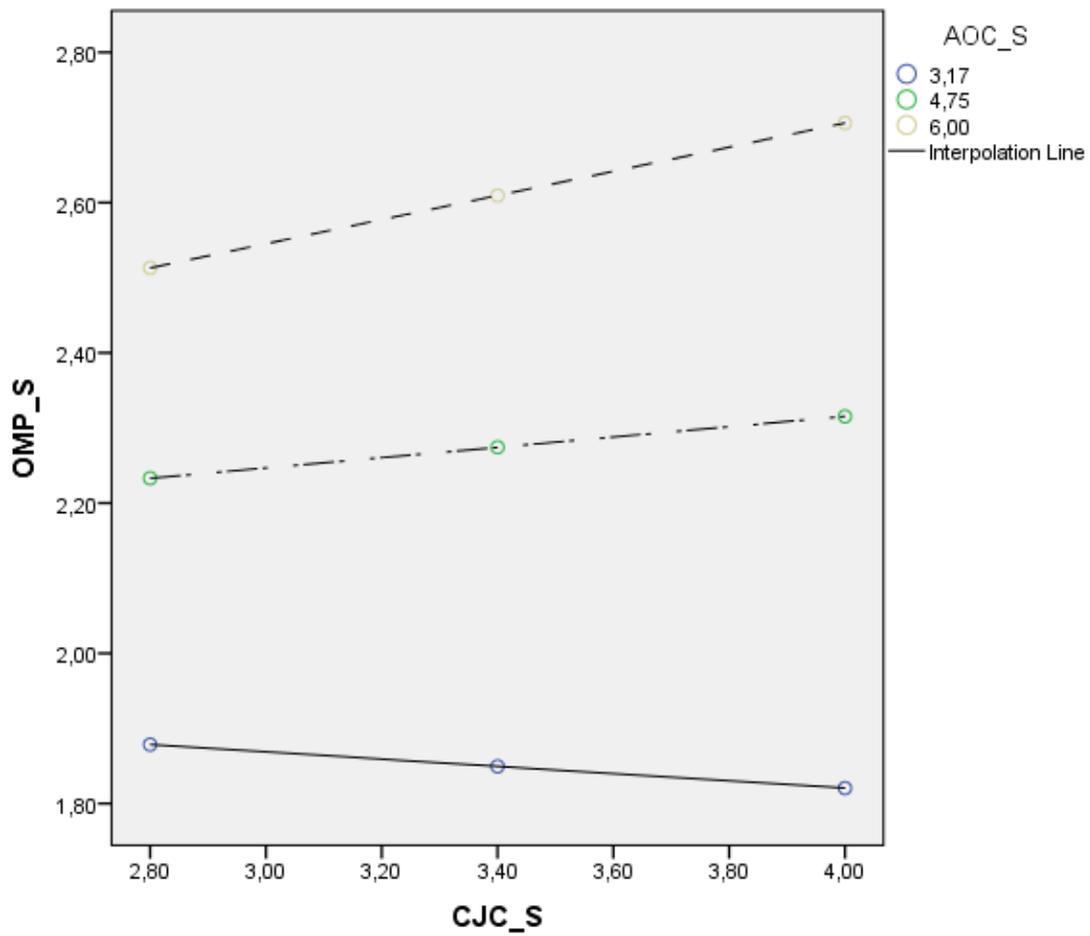
Appendix J: Moderation analysis

AOC as moderator in the relationship between OI and OMP



Appendix K: Moderation analysis

AOC as moderator in the relationship between CJC and OMP



Appendix L: Moderation analysis

AOC as moderator in the relationship between PD and OMP