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**Organizational Crafting: A New Take on Job Redesign in Relation to Personality and
Work Engagement**

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Abstract

The present study focused on exploring the emerging concept of organizational crafting, which extends from job crafting and involves the proactive efforts of employees in collectively shaping their work structures to align with their identities, leading to improved work outcomes. The study objectives included examining the relationship between organizational crafting and work engagement and between personality traits, Extraversion and Neuroticism, and organizational crafting. It also delved into the associations between the two personality traits and work engagement, with organizational crafting being expected to mediate these relationships. The proposed hypotheses were tested among 89 Dutch employees with a cross-sectional design, where the participants were recruited from two Dutch companies using an online questionnaire. The study applied the framework used in JD-R research and measured personality with the Big Five, focusing on Extraversion and Neuroticism. Results revealed that organizational crafting significantly predicts work engagement and mediates the relationship between Extraversion and work engagement, enhancing Extraversion's positive influence on work engagement. Conversely, there was no significant relationship between Neuroticism and organizational crafting, and the negative impact of Neuroticism on work engagement was not explained by organizational crafting. These findings offer organizations practical recommendations, highlighting the importance of creating work environments that facilitate organizational crafting and the significant role of personality in shaping proactive work behaviors to enhance work engagement.

Keywords: organizational crafting, job crafting, JD-R model, Big Five personality dimensions

Introduction

With the increasing diversity in the workforce in terms of career and motivational needs (Strauss et al., 2012) and demographic characteristics (Ployhart, 2006), top-down strategies fail to meet the needs of employees in organizations (Demerouti, 2014). Over 50 years ago, work design research had a narrow focus on jobs and associated tasks (Ilgen & Hollenbeck, 1991), whereby job (re)design was seen as a top-down process, in which supervisors defined the way roles and tasks are structured within an organization, allocated individuals based on their expertise, and changed the job designs of individuals when needed (Holman et al., 2010; Tims & Bakker, 2010).

Increasing globalization and developments in information and communication technologies have significantly altered traditional work structures (Barley & Kunda, 2001). This has led organizations to adapt and expand their work boundaries in order to meet changing customer needs (Grant & Parker, 2009). As a result of the altered nature of work, researchers have focused on job redesign on the individual level where changes occur bottom-up, taking a broader perspective on understanding jobs in relation to their dynamic organizational contexts (Ilgen & Hollenbeck, 1991; Tims & Bakker, 2010). This change emphasizes the importance of proactive, employee-initiated efforts, such as individual job crafting, where employees take more control over their job designs by proactively changing the characteristics of their job (Demerouti, 2014; Tims & Bakker, 2010).

Building on the concept of job redesign at the individual level, work is being increasingly structured around teams in today's world, making it important to investigate job crafting as a team-level activity (Vašková, 2007). Organizational crafting, a newly emerging concept, suggests a bottom-up organizational change in which employees collectively shape shared work practices, processes, and structures to better align their work with their identities, eventually leading to improved organizational outcomes (Kira et al., 2012). Although there

are differences with regards to their level of emergence and range of impact, organizational crafting shares a similar conceptual and theoretical basis with job crafting and is related to similar concepts such as proactivity, organizational citizenship behavior (OCB), voice, and task performance.

By thoroughly exploring the emerging idea of organizational crafting and its connection to the Big Five Personality traits and work engagement, the current study seeks to contribute new insights to the work design literature. More specifically, it will examine whether organizational crafting mediates the relationship between the two personality traits, Extraversion and Neuroticism, and work engagement while identifying the elements and aspects of organizational crafting that are at play. In today's evolving work context, an understanding of these dynamics can provide creative solutions that enhance organizational and health outcomes.

Research Questions

1. How does organizational crafting relate to the Big Five personality dimensions, specifically Extraversion and Neuroticism, and work engagement?
2. Does organizational crafting mediate the relationship between the Big Five personality dimensions and work engagement?
3. Which elements and aspects of organizational crafting are at play?

Approaching Job Crafting from a JD-R Perspective

According to Tims and Bakker (2010) and Wrzesniewski and Dutton (2001), employees are more than passive recipients of their workplace; rather, they actively craft their jobs by seeking resources, engaging in proactive behaviors, and shaping their ideal work environment. This constitutes the basis of the term "job crafting". In numerous studies, proactive job crafting efforts of employees have been linked to improved work engagement, job satisfaction, resilience, and thriving (Tims & Bakker, 2010). In essence, employees

engage in job crafting behaviors to improve their personal work outcomes (Wrzesniewski & Dutton, 2001), while creating a work environment that better fits their skills, abilities, and preferences (Tims & Bakker, 2010). Wrzesniewski and Dutton (2001), have defined several ways employees can engage in job crafting. First, they can do so by changing the way their work is conceptualized and carried out (i.e., task crafting). Second, employees can build and customize their social network by choosing the colleagues they want to interact with and how often (i.e., relational crafting). Third, they can change the meaning and significance they ascribe to their jobs (i.e., cognitive crafting).

From a different perspective, Tims and Bakker (2010) have defined job crafting using the Job Demands-Resources (JD-R) model of Demerouti and colleagues (2001). They have suggested that job crafting can enable employees to align their jobs with their preferences and abilities by changing their job characteristics, specifically, the level of their job demands and resources. Importantly, the JD-R model (Bakker & Demerouti, 2007; Demerouti et al., 2001) offers an adaptable and flexible framework which enables exploring job crafting in various organizational settings. The model considers the differing characteristics of work environments and investigates how job demands and resources influence employee well-being and effectiveness in one overarching model (Bakker & Demerouti, 2007). Job demands are the elements of a job that need to be met daily in terms of physical, psychological, social, or organizational skills or effort. As a result, they bring about certain psychological and physiological costs (Demerouti et al., 2001). Moreover, job resources refer to the organizational, psychological, social, or physical elements of a job that either facilitate accomplishing objectives, decrease the physiological and psychological costs of the job, or promote learning and personal development (Xanthopoulou et al., 2009). According to this framework, individuals can craft their jobs by increasing their structural resources, social resources, and challenging demands, or by decreasing hindering demands (Tims et al., 2012).

Organizational Crafting Conceptualization

In this study, organizational crafting was conceptualized mainly through the lens of Tims and colleagues' (2012) job crafting approach, which entails individuals ensuring alignment between their identities, jobs, and the organization by proactively and collectively adjusting their job demands and resources. For instance, they can gain more social resources, such as feedback, mentoring, or social support, by collectively expanding their social networks. Moreover, they can adjust their work structures and processes in a way to allow for more skill-development opportunities including effective decision-making, leadership, or teamwork. Employees can also collectively increase their challenging demands, for example, by taking on additional projects that would foster feelings of fulfillment within their jobs. Lastly, individuals may collectively decrease hindering demands that pose a threat to their psychological well-being, performance, or engagement.

Additionally, Wrzesniewski and Dutton's (2001) job crafting approach was partly incorporated into the conceptualization of organizational crafting. More specifically, cognitive crafting was proposed to be an important factor in employees' collective crafting activities. From this perspective, employees can collectively change how they perceive their work, ascribe meaning and purpose to their tasks, and proactively reflect on how their work can contribute to the team's and eventually the organization's long-term goals (Wrzesniewski & Dutton, 2001). These strategies ensure alignment between individuals' work and the values and goals of their broader organization (Wrzesniewski & Dutton, 2001).

Organizational crafting adds on to the individual job crafting concept by focusing on the team-level crafting behaviors of employees. Organizational crafting activities are mostly carried out collectively and serve as a force for organizational change. The benefits of organizational crafting are assumed to be similar to those of job crafting, which include both

personal and organizational outcomes such as enhanced work engagement, job satisfaction, overall well-being, and performance (Tims et al., 2013).

Organizational Crafting and Work Engagement

According to the JD-R model, job resources have inherent motivational qualities that increase work engagement (Schaufeli & Bakker, 2004). Schaufeli and Bakker (2010) have defined work engagement as “an active, positive, work-related affective-motivational state that is characterized by vigor, dedication, and absorption.” In the literature, work engagement has been associated with various positive outcomes, such as better work performance (Halbesleben & Wheeler, 2008), increased organizational citizenship behaviors (Bakker et al., 2004), and improved health (Seppälä et al., 2012). Importantly, literature points to a positive relationship between job crafting and work engagement (Petrou et al., 2012), in which employees who are better able to adjust their work demands and resources experience greater work engagement due to resources facilitating engagement (Bakker et al., 2012). As this study conceptualizes and explores organizational crafting using the JD-R framework (Demerouti et al., 2001), similar to job crafting, organizational crafting is also expected to foster work engagement by collectively bringing about changes in job demands and resources (Tims et al., 2013).

Hypothesis 1: Organizational crafting predicts work engagement.

Influence of Personality on Organizational Crafting Behaviors

Literature suggests that variations in job crafting behaviors among employees are related to variations in individuals' reactions to their job characteristics, that is, differences in personality traits (Oldham & Fried, 2016). McCrae and Costa's Big Five Personality Model (1992) provides a solid foundation for establishing the role of personality on job crafting behaviors with its universally acknowledged structure (Komarraju et al., 2011) and extensive application in employee work behavior research (Ozer & Benet-Martinez, 2006). The model

includes Extraversion, Conscientiousness, Neuroticism, Agreeableness and Openness to experience as five core dimensions of personality (McCrae & Costa, 1997). Among these dimensions, Extraversion and Neuroticism directly influence individuals' interactions with their environment and colleagues (McNiel & Fleeson, 2006), potentially making these dimensions better able to capture the proactive and socially driven elements of organizational crafting. For this reason, the current study focuses on Extraversion and Neuroticism. In the literature, high Extraversion has been related to positive affect, optimism, sociability, and personal energy, whereas high Neuroticism has been linked to negative affect, instability in emotions, and difficulties in dealing with stress (Costa & McCrae, 1992).

Extraversion and Organizational Crafting

Literature strongly suggests that Extraverts are driven by working with others, influencing and helping their peers, and enjoying novel experiences and change (Wilmot et al., 2019). Indeed, Extraverts seek out social interactions and take initiative, which facilitates building social resources (e.g., through attracting more social support) while increasing collaboration with their colleagues (Bakker et al., 2010; Tims et al., 2012). Similarly, organizational crafting refers to the collective efforts of individuals in shaping their broader organizational context, in which interpersonal relationships and collaboration are expected to be crucial components (Leana et al., 2009). Therefore, considering Extraverts' sociable and positive nature (Bakker et al., 2010; Tims et al., 2012), it makes intuitive sense to expect a positive relationship between Extraversion and organizational crafting, in which individuals high in Extraversion will engage more in organizational crafting behaviors compared to their colleagues who score lower on the trait.

Hypothesis 2a: Higher scores on Extraversion predict increased organizational crafting.

Neuroticism and Organizational Crafting

On the other hand, individuals high in Neuroticism are known to have increased stress sensitivity (Suls, 2012), which may lead them to perceive their work environment as threatening and experience more negative emotions at work (Schneider, 2004). Interestingly, studies have shown that employees also craft their jobs when their working conditions are not optimal (Frese & Fay, 2001) or when they experience ambiguity in their work (Grant & Parker, 2009). Indeed, literature suggests that stressful situations and negative affect may encourage individuals to engage more in proactive and self-regulatory behaviors (Frese & Fay, 2001; Leone et al., 2005). As Neuroticism is characterized by negative affect and difficulties in dealing with stress (Costa & McCrae, 1992), employees high in this trait may engage in job crafting behaviors as a way to cope with their work stressors and to reduce uncertainty (Petrou et al., 2018). Moreover, a study has found that these individuals' tendencies to be emotionally unstable may also lead them to alter their work tasks with the aim of managing their emotions (Bell & Njoli, 2016). Taking into account the existing research, it is expected that employees high in Neuroticism will engage more in organizational crafting behaviors compared to those who have lower levels of Neuroticism. Therefore, Neurotic individuals' presumed engagement in organizational crafting behaviors represents a coping mechanism in which they collectively seek resources to manage stress and alter aspects of their jobs to better suit their emotional needs (Bell & Njoli, 2016).

Hypothesis 2b: Higher scores on Neuroticism predict higher organizational crafting.

Influence of Personality on Work Engagement

Given the emotional-motivational aspect of work engagement (Schaufeli & Bakker, 2010), one's tendency to experience positive or negative emotions likely influences their work engagement (Ozer & Benet-Martinez, 2006). Indeed, individual differences in personality traits have been proposed as possible determinants of work engagement (Bakker et al., 2010; Xanthopoulou et al., 2007). Schaufeli and colleagues (2001) have pointed to a

possible relationship between Neuroticism, Extraversion, and work engagement, arguing that engaged employees demonstrate higher levels of positive affect, and to a somewhat lesser degree, lower levels of negative affect. Similarly, several researchers exploring this relationship have argued that work engagement is characterized by high Extraversion (Akhtar et al., 2015; Langelaan et al., 2006) and low Neuroticism (Inceoglu & Warr, 2011; Kim et al., 2009; Langelaan et al., 2006). However, to date, there has not been much research conducted on the relationship between personality traits and work engagement (Langelaan et al., 2006), especially using the Big Five (Kim et al., 2009); and existing findings are mostly inconclusive (Janssens et al., 2019). This may be due to a lack of heterogeneity, differences in sample characteristics, or variations in methodological approaches and instruments (Janssens et al., 2019).

Extraversion and Work Engagement: Mediating Role of Organizational Crafting

Nevertheless, empirical evidence demonstrates that resource-seeking tendencies of individuals enhance work engagement through increasing the actual resources one has (Schaufeli & Bakker, 2004; Tims et al., 2013). Therefore, the collaborative and proactive efforts of Extraverted individuals to modify their job characteristics may contribute to a more supportive work environment that is aligned with employees' needs and strengths, leading to enhanced work engagement.

Hypothesis 3a: Organizational crafting mediates the relationship between Extraversion and work engagement.

Neuroticism and Work Engagement: Mediating Role of Organizational Crafting

As some studies suggest that high Neuroticism leads to lower work engagement (Kim et al., 2009; Langelaan et al., 2006), the possible mediating role of organizational crafting can explain the negative influence of Neuroticism on work engagement. By collaboratively crafting their jobs, individuals high in Neuroticism may foster a work environment that

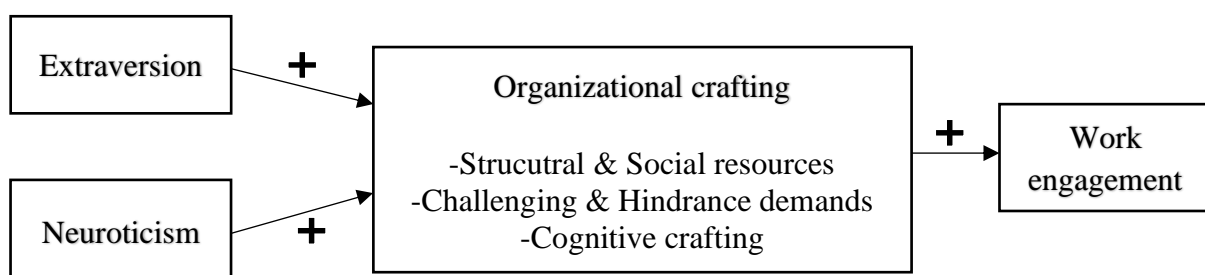
reduces stressors and is in line with employees' emotional needs, which in turn leads to higher work engagement.

Hypothesis 3b: Organizational crafting mediates the relationship between Neuroticism and work engagement.

In summary, the current study aims to explore how organizational crafting relates to personality and work engagement from a job crafting perspective. More specifically, the study investigates the relationship between Extraversion and Neuroticism and organizational crafting; and assesses whether organizational crafting has a mediating influence on the relationship between personality and work engagement. Figure 1 below provides a visualization of the research model, including the proposed hypotheses. Moreover, in this study, organizational crafting is approached mainly using the job crafting conceptualization of Tims and colleagues (2012), which included the types of job attributes proposed by the JD-R model, namely job demands and resources (Bakker & Demerouti, 2007). Additionally, Wrzesniewski and Dutton's (2001) conceptualization is partly utilized, referring to the inclusion of cognitive crafting in identifying organizational crafting behaviors. Furthermore, this study seeks to contribute new insights to the literature by exploring the concept of job crafting more holistically, as a team-level construct that has implications at the organizational level.

Figure 1

Research model visualizing the proposed hypotheses



Methods

Design

The research included a cross-sectional, quantitative design where the assumed relationships were explored by collecting data through an online survey. Prior to data collection, the Ethics Review Board of the Faculty (FERB) of Social and Behavioral Sciences granted approval for the questionnaire under reference number 24-1110.

Participants and Procedure

The sample was collected by two Utrecht University Work and Organizational Psychology Master students via convenience sampling using an online Qualtrics questionnaire. The majority of the participants consisted of employees of a large Dutch technology company, followed by employees of another large Dutch consultancy company. Two different survey links were shared within both companies, where employees were informed about the aim and topic of the research. Moreover, a small proportion of participants were reached out to through LinkedIn, where an additional survey link was created and shared in a post, along with details of the research.

At the beginning of the survey, all participants were informed about voluntary participation, confidentiality, and anonymity. They were then asked to provide informed consent by selecting the option “*I want to participate in the survey.*” Participants had to be working for at least 32 hours per week in order to be included in the study. There were no restrictions with regards to gender or ethnicity in the participant selection process. The requirement for the age group was set between 18 and 68, where participants had to specify their age by typing it in a blank drop-down box within the survey. Most participants consisted of men (55.1%), and the mean age was 42.7 years ($SD = 10.73$). Moreover, participants did not receive any compensation or reward for their efforts. Finally, it took the participants

approximately 15 minutes to complete the online survey, and the data collection process lasted for six weeks in total. At the end of the process, a total of 169 individuals participated in the study by completing the survey. Table 1 displays the characteristics of the sample.

Table 1

Demographic Characteristics of the Sample (N = 89)

Characteristic	<i>n</i>	<i>%</i>	<i>M</i>	<i>SD</i>	<i>Min</i>	<i>Max</i>
Age (years)			42.7	10.73	21	68
Gender						
Male	49	55.1				
Female	38	42.7				
Non-binary	1	1.1				
Other/Prefer not to say	1	1.1				
Education Level						
Primary education	0	0				
Higher professional education, University of Applied Sciences (HBO)	31	34.8				
Scientific/Academic university education (WO)	52	58.4				
Secondary education (VBMO, HAVO, VWO, MBA)	6	6.7				
Years of Working in Company			2.39	1.04	1	4
Hours of Work per Week			38.82	4.86	16	60

Measures

The overall questionnaire included more variables (i.e., voice, proactivity, OCB, and task performance) to be explored in a larger project. However, only the main variables were

discussed in this study. The complete survey including the items measuring the additional variables can be found in Appendix B.

Organizational Crafting

A new instrument to measure organizational crafting was developed based on the Job Demands-Resources theoretical model by Schaufeli and Bakker (2004) and the job crafting scale by Wzreszniewski and Dutton (2001). The items which related to the JD-R measured four concepts, namely, structural resources ($\alpha = .84$), social resources ($\alpha = .83$), challenging job demands ($\alpha = .88$), and hindering job demands ($\alpha = .81$), on a team level. The total number of items measuring the four concepts of organizational crafting was 21. The subscale social resources was measured with six items, and the remaining three subscales with five items. For the scale construction, items in the Job Crafting Scale (JCS) (Tims et. al., 2012) were modified to represent job crafting elements on a team level. For instance, the original item “*I try to develop my capabilities*” was changed to “*I encourage that we all develop our capabilities.*” Participants responded to each item by rating the statements on a 5-point Likert scale ranging from 1 (*Never*) to 5 (*Always*).

In addition to job demands and resources, cognitive crafting was also measured as an indicator of organizational crafting by modifying a seven-item scale. The new scale consisted of four items that were derived from the cognitive job crafting questionnaire by Ybema and Brenninkmeijer (2019) and three items from the job crafting scale by Wzreszniewski and Dutton (2001). The original scales measured cognitive crafting behaviors on an individual level. To measure the team-level construct of organizational crafting, all individual-level items were adapted to represent team-level behaviors. For instance, the first item, “*I think about the goals I want to achieve with my work*” was changed to “*I think about the goals we want to achieve.*” Items were scored on a 5-point Likert scale ranging from 1 (*Never*) to 5 (*Always*). A Cronbach α value of .85 showed that the adjusted cognitive crafting scale has

good internal reliability. The overall organizational crafting scale, which consisted of 28 items, also appeared to have good internal consistency ($\alpha = .94$).

Work Engagement

To measure the outcome variable work engagement, the shortened version of the Utrecht Work Engagement Scale (UWES) was utilized (Schaufeli et al., 2006). The shortened nine-item scale is composed of three subscales (i.e., vigor, dedication, and absorption) and has been proven to have strong construct validity (Seppälä et al., 2009). Subscales vigor ($\alpha = .87$) and dedication ($\alpha = .86$) appeared to have good reliability, whereas absorption had lower reliability ($\alpha = .54$). In line with the literature, an overall work engagement factor score ($\alpha = .89$) showed good internal reliability of the scale (Schaufeli et al., 2006). There were three items dedicated to measuring each subscale. Example items for each subscale include “*At my work, I feel bursting with energy*” (i.e., vigor), “*I am proud of the work that I do*” (i.e., dedication), and “*I am immersed in my work*” (i.e., absorption). The answer options ranged from 1 (*Never*) to 7 (*Always*).

Personality

The Big Five Personality dimensions were assessed with the Mowen’s Personality Scale (2000), which consisted of 15 items. The rationale for using a shortened version came from the empirical literature in terms of the goodness-of-fit index (van Emmerik et al., 2004). Particularly, the scale measured Openness to Experience ($\alpha = .74$), Conscientiousness ($\alpha = .86$), Introversion ($\alpha = .83$), Neuroticism ($\alpha = .70$), and Agreeableness ($\alpha = .82$). Extraversion was assessed by reverse coding the Introversion items after data-cleaning, and the new Extraversion subscale had a satisfactory alpha reliability coefficient ($\alpha = .74$). Respondents rated each statement based on what they believe best describes their behaviors, using a scale ranging from 1 (*Strongly Disagree*) to 7 (*Strongly agree*). There were three items measuring each of the Big Five personality dimensions. Example items include “*I see*

myself as someone who has fluctuating emotions” (i.e., Neuroticism) and *“I see myself as someone who is quiet with people”* (i.e., Introversion).

Statistical Analyses

Data were exported from Qualtrics and analyzed using IBM SPSS Statistics version 29. First, the data were cleaned by excluding participants who did not meet the inclusion criteria and who provided missing data on any of the scales measuring the study variables. Then, outliers were detected and removed from the sample due to significantly diverging from the sample mean. This was done by visually inspecting the outliers for work engagement scores through a box plot. A total of 80 respondents were removed from the dataset, and the number of remaining participants was 89. After that, the data were checked for assumptions of normality, linearity, homoscedasticity, and multicollinearity. The normality assumption was inspected through skewness and kurtosis values, and the assumption of linearity was visually inspected using a scatterplot. Moreover, it was made sure that there was no perfect multicollinearity between the independent variables by exploring their correlations with each other. Lastly, a Davidson-MacKinnon correction was made for the assumption of homoscedasticity (Davidson & MacKinnon, 1993).

After cleaning the data and checking the assumptions, items measuring Introversion in the personality scale were reverse coded as the study measures Extraversion, which is the opposite construct of Introversion. Afterwards, each scale was tested for reliability with the Cronbach’s α . Furthermore, descriptive statistics and Pearson correlations were explored. Prior to hypothesis testing, a power analysis was computed to determine the necessary sample size using G*Power. A medium effect size with a significance level (alpha) of 0.05 and a power (1– beta) of 0.80 was used. Based on the calculations, the minimum sample size was set at 68 respondents.

Regarding statistical analyses, a simple regression analysis was conducted to examine the effect of organizational crafting on work engagement (H1). To test the remaining hypotheses (H2a, H2b, H3a, and H3b), two separate mediation analyses using PROCESS macro were conducted. The first mediation analysis included Extraversion as the independent variable, whereas Neuroticism was entered in the second model as the independent variable predicting work engagement. Organizational crafting was the mediator in both analyses, in which a bootstrapping approach was used with 5000 samples to estimate the indirect effects (Hayes, 2013).

Results

Descriptive statistics and Pearson correlation coefficients for the main variables are presented in Table 2. Based on the output, organizational crafting had a positive relationship with work engagement ($r = .42, p < .01$), and Extraversion ($r = .33, p < .01$). Moreover, work engagement was also positively correlated with Extraversion ($r = .42, p < .01$) and negatively with Neuroticism ($r = -.39, p < .01$). Contrary to predictions, Neuroticism was negatively related to organizational crafting ($r = -.13, p = .23$).

Table 2

Descriptive Statistics and Correlations for Main Variables

Variable	<i>M</i>	<i>SD</i>	1	2	3	4
1. Organizational crafting	3.61	0.63	–	–	–	–
2. Work engagement	4.75	0.92	.42**	–	–	–
3. Extraversion	4.64	1.33	.33**	.42**	–	–
4. Neuroticism	3.39	1.26	–.13	–.39**	–.25*	–

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

Organizational Crafting and Work Engagement

To test Hypothesis 1 (i.e., *organizational crafting predicts work engagement*), a hierarchical regression analysis was conducted while controlling for age and gender. First, age and gender were added to the first block as covariates, and organizational crafting was entered into the second block as the independent variable. The results of the first model revealed that age and gender did not significantly predict work engagement ($R^2 = .005$, $F(2,78) = 0.205$, $p = .815$). Hence, age ($\beta = .028$, $t = 0.238$, $p = .813$) and gender ($\beta = -.028$, $t = 0.238$, $p = .813$) were not significant predictors of work engagement.

When organizational crafting was added, the predictive power of the second model became significant ($\Delta R^2 = .181$, $\Delta F(1,77) = 17.170$, $p < .001$), in which organizational crafting was revealed to be significant predictor of work engagement ($\beta = .435$, $t = 4.144$, $p < .001$). This indicates that individuals who engaged more in organizational crafting behaviors experienced higher work engagement compared to others who engaged less in organizational crafting. These results provided support for Hypothesis 1, indicating that organizational crafting significantly enhances work engagement, even after controlling for age and gender.

Extraversion, Organizational Crafting and Work Engagement

The remaining hypotheses were assessed using a PROCESS macro with bootstrapping (5000 samples, Hayes, 2013). Hypotheses 2a and 3a related to the Extraversion variable, whereas Hypotheses 2b and 3b concerned Neuroticism. First, a PROCESS macro was performed to test Hypothesis 2a (i.e., *higher scores on Extraversion predict increased organizational crafting*) and the mediation Hypothesis 3a (i.e., *organizational crafting mediates the relationship between Extraversion and work engagement*). Extraversion was entered into the model as the independent variable, with work engagement being the dependent variable and organizational crafting the mediator. Firstly, results showed a

significant positive effect of Extraversion on organizational crafting ($B = .16$, $SE = .06$, $p = .001$). This finding provides support for Hypothesis 2a, which suggested that individuals who score higher on Extraversion are more likely to engage in organizational crafting.

Moreover, based on the results of the mediation analysis, the direct effect of Extraversion on work engagement was found to be statistically significant ($B = .22$, $SE = .07$, $p = .003$, 95% BCI [.08, .36]). Results further revealed that organizational crafting partially mediated the relationship between Extraversion and work engagement ($B = .07$, $SE = .03$, 95% BCI [.02, .15]). Furthermore, additional mediation analyses for the separate subdimensions of organizational crafting were conducted. Out of the five subdimensions, social resources, challenging demands, and cognitive crafting significantly mediated the relationship between Extraversion and work engagement. Challenging demands had the strongest mediation effect ($B = .09$, $SE = .05$, 95% BCI [.02, .20]), followed by social resources ($B = .06$, $SE = .03$, 95% BCI [.00, .13]) and cognitive crafting ($B = .05$, $SE = .03$, 95% BCI [.00, .12]). Taken together, Hypothesis 3a was supported.

Table 3

Mediation Analysis of Extraversion on Work Engagement via Organizational Crafting

Effect	<i>B</i>	<i>Std. Error</i>	95% Bootstrapped Confidence Interval	
			<i>Lower</i>	<i>Upper</i>
Direct effect	.2211	.0714	.0791	.3630
Indirect effect	.0715	.0335	.0170	.1477
Total effect	.2926	.0758	.1419	.4432

Note. Indirect effect significance is determined by the confidence interval not including zero.

Neuroticism, Organizational Crafting and Work Engagement

Hypothesis 2b (i.e., *higher scores on Neuroticism predict increased organizational crafting*) and Hypothesis 3b (i.e., *organizational crafting mediates the relationship between Neuroticism and work engagement*) were tested with a separate process model, by entering Neuroticism as the independent variable. The results showed a nonsignificant relationship between Neuroticism and organizational crafting ($B = -.06$, $SE = .06$, $p = .26$). This indicates that higher Neuroticism scores do not predict organizational crafting. Therefore, Hypothesis 2b was not supported.

Moreover, the results of the mediation analysis revealed a significant negative relationship between Neuroticism and work engagement ($B = -.24$, $SE = .07$, $p = .001$, 95% BCI $[-.39, -.10]$). This indicates that individuals who scored higher on Neuroticism experienced lower work engagement compared to others who scored lower. Moreover, due to the nonsignificant relationship between Neuroticism and organizational crafting, the mediation effect of organizational crafting was also nonsignificant ($B = -.04$, $SE = .03$, 95% BCI $[-.11, .02]$). Therefore, Hypothesis 3b, suggesting that organizational crafting mediates the relationship between Neuroticism and work engagement, was also not supported. Furthermore, additional mediation analyses that were conducted for the separate subdimensions of organizational crafting, also did not demonstrate any significant mediation effects (see Appendix A).

Table 4

Mediation Analysis of Neuroticism on Work Engagement via Organizational Crafting

95% Bootstrapped Confidence

Interval

Effect	<i>B</i>	<i>Std. Error</i>	<i>Lower</i>	<i>Upper</i>
Direct effect	-.2435	.0727	-3881	-.0990
Indirect effect	-.0365	.0329	-.1100	.0219
Total effect	-.2800	.0822	-.4434	-.1167

Note. Indirect effect significance is determined by the confidence interval not including zero.

Discussion

The objective of the current study was to investigate whether organizational crafting mediates the relationship between personality traits and work engagement, as well as to explore the impact of the Big Five personality dimensions on individuals' organizational crafting behaviors. Specifically, the study focused on Extraversion and Neuroticism, given their relevance to socially driven and proactive behaviors (Costa & McRae, 1992). The research adopted a quantitative design where the proposed hypotheses were tested among 89 participants who worked for two big Dutch companies. The results provide valuable information on how organizational crafting works and how it affects employee engagement at work.

Organizational Crafting and Work Engagement

The results confirm Hypothesis 1, revealing that higher levels of organizational crafting are associated with higher levels of work engagement. This finding is in line with the JD-R research, which suggests that proactive modifications individuals make to their job demands and resources contribute to their work engagement (Demerouti et al., 2001; Tims & Bakker, 2010). From an organizational crafting perspective, this highlights the importance of employees' collective efforts in shaping their work structures and environment, eventually leading to higher levels of vigor, absorption, and dedication (Schaufeli & Bakker, 2004). This

finding is especially important in today's constantly changing work environment, in which teams are increasingly becoming the building blocks of work structures (Vašková, 2007).

Extraversion, Organizational Crafting and Work Engagement

In terms of personality traits, the study findings further suggest that individuals who have higher levels of Extraversion tend to engage more in organizational crafting, confirming Hypothesis 2a. This aligns with previous research indicating that Extraverts tend to be more proactive in seeking social interactions, taking initiative, and building social resources (Bakker et al., 2010; Tims et al., 2012). This significant positive relationship also provides support that the proactive and sociable components of Extraversion relate closely to organizational crafting, as employee's collective and proactive efforts are essential to drive organizational change (Kira et al., 2012). Furthermore, the partial mediation effect of organizational crafting on the relationship between Extraversion and work engagement, which was proposed in Hypothesis 3a, also highlights the important role of Extraversion's trait characteristics in fostering work engagement.

More specifically, results also reveal that Extraverted employees' engagement is most strongly mediated through challenging demands. This can be explained by the Extraverted individuals' tendency towards being more receptive to rewards and reinforcement, leading them to approach challenging work demands more positively (Bakker et al., 2010). Furthermore, the mediation effect was also present through social resources and cognitive crafting. Together, these findings suggest that Extraverts will thrive the most when they are given additional tasks that give them fulfillment, when they receive strong social support, and when they can change the meaning and purpose they ascribe to their jobs. Taken together, Extraverted employees contribute to a more engaging, positive, and supportive work environment through their proactive and collaborative efforts.

Neuroticism, Organizational Crafting and Work Engagement

Conversely, findings reveal that Neuroticism does not have a significant relationship with organizational crafting, as opposed to Hypothesis 2b, which assumed a positive influence of Neuroticism on organizational crafting. Even though Neurotic individuals may have heightened stress sensitivity (Suls, 2012), they do not necessarily engage in organizational crafting behaviors as a way to cope with their stress, in contrast with previous research suggesting that negative affect, stressful situations, and unfavorable working conditions may direct individuals towards engaging more in proactive and self-regulatory behaviors (Frese & Fay, 2001; Leone et al., 2005; Petrou et al., 2018). This can be explained by Neurotic individuals' negative affect, emotional instability, and difficulties in dealing with stress, restricting their capacity to engage in collaborative and proactive behaviors (Costa & McCrae, 1992; Schneider, 2004).

Moreover, Hypothesis 3b was also not supported as the mediating effect of organizational crafting on the relationship between Neuroticism and work engagement was not significant. Although results demonstrate that individuals high in Neuroticism experience less work engagement compared to others who are low on the trait, the negative influence of Neuroticism on work engagement is not mediated by organizational crafting behaviors.

Limitations and Suggestions for Future Research

There are several limitations to this study. First, the cross-sectional design of the study inhibits drawing causal relationships between the variables. Future research should consider adopting longitudinal designs to better explore the causal relationships between these variables and to examine how organizational crafting and work engagement evolve over time. Second, the data only include employees who are employed in the Netherlands, limiting the generalizability of the findings to other populations. Third, the sample has a relatively small size, which decreases the robustness of the findings. Future studies can use larger samples and expand their research to other populations and more diverse organizational

settings to investigate possible influencing factors. Fourth, the questionnaire was rather long, and the items were complex, which might have contributed to the high dropout rate of almost 50%. Additionally, several participants indicated that some items contained difficult words and that they had to look up their meaning as English was not their native language. Future studies should pay more attention to including simpler words to reduce confusion and interruptions among participants.

Moreover, to further develop the organizational crafting scale, future studies can integrate additional crafting components. For instance, seeing that Extraversion influences organizational crafting behaviors due to its proactive and social component, exploring the *relational crafting* construct from Wrzesniewski and Dutton's (2001) job crafting perspective could also yield interesting findings and offer new insights into understanding the dynamics of organizational crafting behaviors. Future studies can also investigate other personality dimensions from the Big Five, such as Agreeableness and Conscientiousness, in relation to organizational crafting. Furthermore, they can also adopt different personality models, such as the HEXACO model of personality structure (Ashton & Lee, 2007). By doing so, the role of personality in collective crafting behaviors can be understood more comprehensively. Lastly, other related concepts such as voice, proactivity, OCB, and task performance can also be studied in relation to organizational crafting, as it could reveal additional relationships and give more insight into the dynamics of collective crafting behaviors.

Practical Implications

The findings of this study offer valuable insights and practical implications for organizations. To start with, in light of these findings, organizations should understand the important role of organizational crafting in enhancing work engagement and acknowledge this by investing in creating a work environment that facilitates organizational crafting efforts. For instance, implementing supportive HR practices and providing relevant

organizational resources can help create such an environment (Park & Park, 2023).

Importantly, organizations should create and formalize strategies to enhance collaboration, open discussion, initiative-taking, and proactivity among the workforce. This can be achieved through promoting team-level initiatives such as team-building activities, collaborative projects, and workshops. These components may play a crucial role in improving engagement levels through establishing a work climate that facilitates organizational crafting.

Furthermore, acknowledging the role of personality in organizational crafting can also yield important insights for organizations. The findings demonstrate that Extraverts have a higher tendency to engage in organizational crafting, which increases their engagement levels. Therefore, in order to leverage the strengths of Extraverts, organizations should provide these individuals with opportunities for team building activities to expand their social networks and, thus, their social resources. Notably, encouraging less Extraverted employees to engage in organizational crafting can also contribute significantly to the promotion of a more inclusive and engaging work environment. As for Neurotic employees, providing support for these individuals to help manage their stress and develop effective coping strategies can facilitate mitigating the negative impact of Neuroticism on work engagement.

Theoretical Implications

In addition to practical implications, the present study also offers valuable theoretical insights. Firstly, job crafting was investigated as a team-level construct, expanding job crafting research to a broader scale. While this expansion contributes to a more holistic approach to work design, it also highlights the collective nature of job crafting. Additionally, combining the two primary job crafting conceptualizations from Tims and colleagues (2012) and Wrzesniewski and Dutton (2001), also renders a more comprehensive approach to job redesign. Moreover, the present study has a solid scientific basis as the theoretical framework is based on the well-established JD-R model (Bakker & Demerouti, 2007; Demerouti et al.,

2001). The integration of the JD-R model also demonstrates that the model can be applied to team-level constructs, endorsing its explanatory power and wide-range applicability. Finally, this study contributes to the literature by addressing the existing gaps in research regarding the personality and work engagement relationship, particularly using the Big Five (Janssens et al., 2019; Langelaan et al., 2006; Kim et al., 2009).

Conclusion

Until recently, changes to job characteristics were assumed to occur top-down, with managerial job redesign interventions (Holman et al., 2010). However, globalization and evolving work structures have shifted the focus to employee-driven changes. Currently, as work is primarily structured around teams, new bottom-up, team-level strategies are needed to drive organizational change (Vašková, 2007). In line with recent trends, this study extends job crafting research to a broader scale by introducing the organizational crafting concept.

Findings highlight the important role of organizational crafting in predicting work engagement, as well as the influence of personality traits throughout this process. Considering its trait characteristics, Extraversion's positive relationship with organizational crafting and work engagement demonstrates the importance of establishing a collaborative and proactive work environment to facilitate crafting efforts and foster engagement. On the other hand, although Neuroticism was not a significant predictor of organizational crafting, its negative influence on work engagement draws attention to the need for additional support strategies to increase the engagement levels of these individuals. In summary, organizations can ameliorate personal and organizational outcomes by promoting organizational crafting behaviors, which help in creating a more engaging, supportive, and collaborative work environment.

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Appendix A

Table 5

Hierarchical Regression Analysis Summary

Model	<i>R</i>	<i>R</i> ²	<i>Adjusted R</i> ²	<i>SEM</i>	<i>R</i> ² <i>Change</i>	<i>F</i> <i>Change</i>	<i>df1</i>	<i>df2</i>	<i>Sig. F</i> <i>Change</i>
1	.072	.005	-.020	.9489	.005	.205	2	78	.815
2	.432	.187	.155	.8636	.181	17.170	1	77	< .001

Note. Model 1 includes age and gender as predictors. Model 2 includes organizational crafting as an additional predictor.

Table 6

ANOVA for Hierarchical Regression Analysis

Model	<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	.368	2	.184	.205
	Residual	70.238	78	.900	
	Total	70.607	80		
2	Regression	13.175	3	4.392	5.888
	Residual	57.432	77	.746	
	Total	70.607	80		

Note. Dependent variable is work engagement. Predictors in Model 1 are age and gender; in Model 2, organizational crafting is added.

Table 7

Coefficients for Hierarchical Regression Analysis

Model	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>t</i>	<i>Sig.</i>	<i>95% CI for B</i>
1	(Constant)	4.679	.489		9.560	< .001
	Gender (Dummy)	-.105	.211	-.059	-.500	.618
	Age	.002	.010	.028	.238	.813
2	(Constant)	3.573	.673		5.313	< .001
	Gender (Dummy)	-.268	.196	-.150	-1.369	.175
	Age	.000	.009	.004	.036	.971
	Org. Crafting	.627	.151	.435	4.144	< .001

Note. Dependent variable is work engagement. Model 1 includes age and gender; Model 2 includes organizational crafting.

Table 8

Regression Analysis of Organizational Crafting Predicting Work Engagement

Model		Unstandardized		Standardized	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	2.535	.518		4.892	<.001
	Organizational crafting	.614	.142	.422	4.339	<.001

Note. Dependent Variable: Work engagement

Table 9

Mediation Analysis of Extraversion on Work Engagement via Structural Resources

95% Bootstrapped Confidence Interval	
	Interval

Effect	<i>B</i>	<i>Std. Error</i>	<i>Lower</i>	<i>Upper</i>
Direct effect	.2561	.0730	.1109	.4012
Indirect effect	.0365	.0261	-.0022	.0971
Total effect	.2926	.0758	.1419	.4432

Note. Indirect effect significance is determined by the confidence interval not including zero.

Table 10

Mediation Analysis of Extraversion on Work Engagement via Social Resources

Effect	<i>B</i>	<i>Std. Error</i>	95% Bootstrapped Confidence Interval	
			<i>Lower</i>	<i>Upper</i>
Direct effect	.2321	.0748	.0834	.2525
Indirect effect	.0604	.0321	.0030	.1302
Total effect	.2926	.0758	.1419	.4432

Note. Indirect effect significance is determined by the confidence interval not including zero.

Table 11

Mediation Analysis of Extraversion on Work Engagement via Challenging Demands

Effect	<i>B</i>	<i>Std. Error</i>	95% Bootstrapped Confidence Interval	
			<i>Lower</i>	<i>Upper</i>
Direct effect	.2019	.0719	.0589	.3448
Indirect effect	.0907	.0476	.0189	.2018
Total effect	.2926	.0758	.1419	.4432

Note. Indirect effect significance is determined by the confidence interval not including zero.

Table 12*Mediation Analysis of Extraversion on Work Engagement via Hindrance Demands*

Effect	<i>B</i>	<i>Std. Error</i>	95% Bootstrapped Confidence	
			Interval	
			<i>Lower</i>	<i>Upper</i>
Direct effect	.2835	.0763	.1319	.4352
Indirect effect	.0090	.0148	-.0085	.0484
Total effect	.2926	.0758	.1419	.4432

Note. Indirect effect significance is determined by the confidence interval not including zero.

Table 13*Mediation Analysis of Extraversion on Work Engagement via Cognitive Crafting*

Effect	<i>B</i>	<i>Std. Error</i>	95% Bootstrapped Confidence	
			Interval	
			<i>Lower</i>	<i>Upper</i>
Direct effect	.2451	.0761	.0937	.3964
Indirect effect	.0475	.0309	.0013	.1193
Total effect	.2926	.0758	.1419	.4432

Note. Indirect effect significance is determined by the confidence interval not including zero.

Table 14*Mediation Analysis of Neuroticism on Work Engagement via Structural Resources*

Effect	<i>B</i>	<i>Std. Error</i>	95% Bootstrapped Confidence	
			Interval	
			<i>Lower</i>	<i>Upper</i>
Direct effect	-.2677	.0775	-.4217	-.1137
Indirect effect	-.0124	.0249	-.0714	.0270
Total effect	-.2800	.0822	-.4434	-.1167

Note. Indirect effect significance is determined by the confidence interval not including zero.

Table 15

Mediation Analysis of Neuroticism on Work Engagement via Social Resources

Effect	<i>B</i>	<i>Std. Error</i>	95% Bootstrapped Confidence	
			Interval	
			<i>Lower</i>	<i>Upper</i>
Direct effect	-.2457	.0761	-.3969	-.0944
Indirect effect	-.0344	.0307	-.1058	.0132
Total effect	-.2800	.0822	-.4434	-.1167

Note. Indirect effect significance is determined by the confidence interval not including zero.

Table 16

Mediation Analysis of Neuroticism on Work Engagement via Challenging Demands

Effect	<i>B</i>	<i>Std. Error</i>	95% Bootstrapped Confidence	
			Interval	
			<i>Lower</i>	<i>Upper</i>
Direct effect	-.2505	.0660	-.3818	-.1193

Indirect effect	-.0295	.0412	-.1151	.0463
Total effect	-.2800	.0822	-.4434	-.1167

Note. Indirect effect significance is determined by the confidence interval not including zero.

Table 17

Mediation Analysis of Neuroticism on Work Engagement via Hindrance Demands

Effect	<i>B</i>	<i>Std. Error</i>	95% Bootstrapped Confidence Interval	
			<i>Lower</i>	<i>Upper</i>
Direct effect	-.2718	.0840	-.4388	-.1049
Indirect effect	-.0082	.0163	-.0520	.0139
Total effect	-.2800	.0822	-.4434	-.1167

Note. Indirect effect significance is determined by the confidence interval not including zero.

Table 18

Mediation Analysis of Neuroticism on Work Engagement via Cognitive Crafting

Effect	<i>B</i>	<i>Std. Error</i>	95% Bootstrapped Confidence Interval	
			<i>Lower</i>	<i>Upper</i>
Direct effect	-.2485	.0799	-.4073	-.0896
Indirect effect	-.0316	.0310	-.1064	.0151
Total effect	-.2800	.0822	-.4434	-.1167

Note. Indirect effect significance is determined by the confidence interval not including zero.

APPENDIX B

Qualtrics Survey

Start of Block: Default Question Block

Dear Participant,

Thank you for your interest in this scientific study on the antecedents and outcomes of organizational crafting. This research is being conducted by Work and Organizational Psychology Master's students Gece Buse Yaralioglu and Rosalia Cranfield at Utrecht University, under the supervision of Dr. Veerle Brenninkmeijer.

The purpose of the study

The purpose of this study is to gain understanding into the relationships between leadership styles, personality types, organizational crafting, that is a bottom-up organizational change in which employees collectively shape shared work practices with organizational structures to better match their job with their work identities, leading to better organizational outcomes, and work engagement. With this study, we hope to obtain a better understanding of the antecedents and consequences of organizational crafting.

Procedure

To participate in this study, you must be between the ages of 18 and 68 and working at least 32 hours per week on a full- or part-time basis, excluding students completing internships. At the start of the online questionnaire, you will be asked for informed consent. Following that, you will be asked for some information, followed by questions on your own work experiences and behaviour. The questionnaire will take 10-15 minutes to complete. There are no 'right' or 'wrong' answers. Furthermore, once you've answered a question, you won't be able to return to the previous page.

Study termination

Participation in the study is entirely voluntary. If you participate, you can always change your mind and withdraw from the study without explanation or consequences. If you terminate your participation, your research data from the relevant questionnaire will be used until the termination date.

Data storage

For this study, we collect the following personal demographic data: age, gender, and highest education level. The information you enter will be entirely anonymous and kept entirely confidential. The anonymized research data will be kept for at least ten years following publication. This is in conformity with the VSNU Association of Universities of the Netherlands rules.

Ethical approval

The ethical committee at Utrecht University's Faculty of Social and Behavioural Sciences approved this study project under reference number 24-1110.

If after completing the questionnaire, you feel the need to discuss your (job) situation, please call Rosalia Cranfield at +31687675912 or Gece Buse Yaralioglu at +31627131663. Any comments or questions about the research can be forwarded to the thesis supervisor, Dr.

Veerle Brenninkmeijer (v.brenninkmeijer@uu.nl).

With best wishes and thanks in advance for your collaboration!

Q1 Informed Consent

I have read the preceding introduction and understand the research's goal and how my data will be treated. I understand that participation is purely voluntary. I am aware that I may withdraw my consent at any point throughout the investigation, without explanation or penalties. If you want to participate in the study and agree to the terms, please click the 'I want to participate in the study' button below.

- I want to participate in the study (1)
- I do not want to participate in the study (If you do not want to participate in the study, this survey will be closed) (2)

Skip To: End of Survey If Informed Consent I have read the preceding introduction and understand the research's goal and... = I do not want to participate in the study (If you do not want to participate in the study, this survey will be closed)

End of Block: Default Question Block

Start of Block: Demographics

Q2 What is your age?

Q3 What is your gender?

- Male (1)
- Female (2)
- Non-binary / third gender (3)
- Prefer not to say (4)
-

Q4 What is the highest level of education you completed?

- Primary education (1)
 - Secondary education (VBMO, HAVO, VWO, MBA) (7)
 - Higher professional education, University of Applied Sciences (HBO) (2)
 - Scientific/Academic university education (WO) (3)
-

Q5 In which country do you currently live?

Q6 How many years have you been working in your current organization?

- 0-1 (1)
 - 2-5 (2)
 - 6-10 (3)
 - 10+ (4)
-

Q7 How many hours, on average, do you formally work per week?

End of Block: Demographics

Start of Block: Personality

Q8 The following questions relate to your personality. Please indicate the answer that best describes how you generally feel or behave.

Q10 The following questions relate to the leadership style of your boss. Please indicate the answer that best describes how they behave.

	Never (1)	Occasionally (2)	Sometimes (3)	Often (4)	Always (5)
Acts in ways that builds my respect. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considers the moral and ethical consequences of decisions. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talks enthusiastically about what needs to be accomplished. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Re-examines critical assumptions to question whether they are appropriate. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considers me as having different needs, abilities and aspirations from others. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Leadership

Start of Block: Organization crafting

Q11 The following questions are about your behavior in relation to your direct coworkers, that is, regarding the coworkers with whom you work closely together, for instance, in a team. Read each statement carefully and indicate how often you engage in the behavior described.

In relation to my direct coworkers..

	Never (1)	Occasionally (2)	Sometimes (3)	Often (4)	Always (5)
I encourage that we all develop our capabilities. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take initiative to help us develop our profession. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage that we all learn new things at work. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take initiative to help us use our capabilities to the fullest. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage that we decide for ourselves how we do things. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage that we provide each other with feedback and/or advice regarding our work. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I promote that we inspire each other in our work. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take initiative to promote cooperation between us. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I try to build
new
relationships
that may
provide us
with feedback
and/or advice
regarding our
work. (9)

I actively
search for
relationships
that can
inspire us in
our work. (10)

I try to build
new
relationships
with whom we
can cooperate.
(11)

	Never (1)	Occasionally (2)	Sometimes (3)	Often (4)	Always (5)
I try to identify opportunities for new projects that are relevant to us. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If there are new developments, I encourage my coworkers to learn about these developments and participate therein. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take initiative to make the work more interesting for us, by encouraging reflection on the underlying aspects of our work. (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try to start new projects that are relevant for us. (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I invite my coworkers to explore and reflect on opportunities that may help us develop further. (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In relation to my direct coworkers...

	Never (1)	Occasionally (2)	Sometimes (3)	Often (4)	Always (5)
I take initiative to make our work mentally less demanding. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I take initiative to make our work emotionally less intense. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage that we try to reduce our workload. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage that we discuss the aspects that hinder us in our work. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage that we deal with issues or threats that may negatively impact our performance. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In relation to my direct coworkers...

	Never (1)	Occasionally (2)	Sometimes (3)	Often (4)	Always (5)
I think about the goals we want to achieve. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am aware of the meaning and usefulness of our tasks. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think about how our tasks can also contribute to the long-term goals of the organization. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage us to think about how our work contributes to the organization as a whole. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have tried to change how we view our work. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have tried to set new goals for us. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I encourage us to reflect on and find meaning and purpose in our work. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Organization crafting

Start of Block: Work Engagement

Q12 The following statements are about how you feel at work. Please read each statement carefully and indicate how frequently you feel this way about your job.

End of Block: Work Engagement

Start of Block: OCB

Q13 The following questions relate to how you behave at work. Please read each statement carefully and indicate how frequently you behave this way at your job.

	Never (1)	Occasionally (2)	Sometimes (3)	Often (4)	Always (5)
I adapt my time schedule to help other co-workers. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I try hard to help others so they can become integrated in my organization. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I read and keep up actively with developments of my organization. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I attend functions that are not required but help the company image. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I make innovative suggestions how to improve the functioning of my organization. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: OCB

Start of Block: Proactivity

Q14 The following questions relate to your proactivity. Please indicate to what extent below listed statements apply to you.

I am always looking for better ways to do things. (8)

If I believe in an idea, no obstacle will prevent me from making it happen. (9)

I can spot a good opportunity long before others can. (10)

End of Block: Proactivity

Start of Block: Voice

Q15 The following questions reflect the extent to which you can express your opinions openly at work. Please indicate the option that best applies to you.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I develop and make recommendations concerning issues that affect my team. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I speak up and encourage others in my team to get involved in issues that affect my team. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I communicate my opinions about work issues to others in my team even if my opinion is different and others in the team disagree with me. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I keep well informed about issues where my opinion might be useful to my team. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get involved in issues that affect the quality of work life here in my team. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I speak up in my team with ideas for new projects or changes in procedures. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Start of Block: Task performance

Q16 The following statements assess your task performance at work. Please select the option that applies to you.

In the past 3 months...

	Never (1)	Occasionally (2)	Sometimes (3)	Often (4)	Always (5)
I managed to plan my work so that it was done on time. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My planning was optimal. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I kept in mind the results that I had to achieve in my work. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was able to separate main issues from side issues at work. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I was able to perform my work well with minimal time and effort. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Task performance

Start of Block: Comments

Q17 Please let us know if you have any comments or feedback regarding the questionnaire. Thank you!

End of Block: Comments