CALLED TO A JOB: CRAFTING INFLUENCES ON PERSON-JOB FIT

By

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ABSTRACT

Due to the many benefits that can be impacted by perceptions of person-job (PJ) fit, previous research has focused on and found significant correlations between an individual's call to work, job crafting behaviors, and PJ fit. How these three variables interact together, though, is less understood. The aim of the present study was to determine the manner in which work as a calling and job crafting influence PJ fit, whether individually or together through mediation. An online survey was distributed to full-time workers with a minimum of five years of job experience in their current field. Results provided partial support for the proposed mediated model, concluding that work as a calling affects PJ fit through certain job crafting behaviors.

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CHAPTER I: REVIEW OF THE LITERATURE

Introduction

The desire to find a special career that matches perfectly with one's passions and abilities is an aspiration that many understand. When people are first faced with choosing a career, they ask themselves questions like "What do I want to do? What am I good at doing?" Without an alignment between one's self-concept and a job's tasks, an employee is less likely to experience meaningful work (Scroggins, 2008). This process of introspective examination based on an individual's perceptions toward the manner in which they make money and view their job may continue throughout their time in the workforce. Person-job (PJ) fit is the concept that encompasses this relationship. It helps to explain why an individual would pursue work that satisfies their passion or work that generates a highly profitable income. Organizations will also find value in investigating PJ fit due to its various positive outcomes, such as increased job satisfaction and decreased intent to quit (Kristof-Brown et al., 2005). The multitude of benefits that can come from promoting and facilitating PJ fit for an organization has led to the many studies on possible outcomes and antecedents.

Throughout all of the research since its field debut in the 1990's (e.g., Edwards, 1991; Kristof, 1996), researchers have focused their attention on how organizations can foster PJ fit. The notion that an individual is called to a particular job has been considered a precursor to perceptions of PJ fit. This internally or externally sourced drive is what compels a person to seek work that they find meaningful. However, work as a calling is not necessarily a variable that organizations can control. In comparison, job crafting has been given much focus as a prominent antecedent to PJ fit. Studies have examined the

positive effects of an employee's self-initiated alterations to work on perceptions of fit (Chen et al., 2014; Lu et al., 2014; Tims et al., 2016). Additionally, researchers have expanded to attempt to understand how other variables might interact with this job crafting and PJ fit relationship, such as engagement (Chen et al., 2014).

While researchers have started to investigate work as a calling and PJ fit, they are typically defined together. Few studies have empirically measured the direct correlation between these two as separate variables. Due to this fact, the connections between one's innate call to a job, the decision to actively craft that job, and how they ultimately feel matched with the job have not been examined to the fullest extent. Furthermore, these variables have been studied by looking at the individual relationships and not the combined effects. Recently, there has been progress toward understanding these connections better with the examination of the Work as a Calling Theory (Duffy et al., 2019). This study tested how perceiving a calling influenced person-environment (PE) fit, with job crafting as a moderator.

There have been researchers in recent years dedicating more effort toward the mechanisms that facilitate PJ fit (Kooij, et al., 2017; Venkatesh, et al., 2017). As will be discussed in further detail below, strong connections have been found between the three variables at hand: work as a calling, job crafting, and PJ fit. Yet, the exact relationship between them is unknown. This study aims to examine the manner in which a calling and job crafting have an effect on PJ fit, determining whether they operate independently or collectively. Due to the many work-related outcomes of PJ fit, it can be argued that understanding what produces this fit would be coveted information among practitioners

seeking to reap the benefits. Thus, exploring what can influence PJ fit is rendered a valuable addition to the literature.

Defining Person-Job Fit

When discussing fit in the context of the workplace, there are many forms and levels to which this could be referring to. The basic understanding of fit can be found in Muchinsky and Monahan's (1987) description of person-environment (PE) congruence: "the degree of fit or match between two sets of variables in producing significant positive (or negative) outcomes" (pp. 268–269). This description of PE fit can be classified as either a supplementary form, whereby a person "supplements, embellishes, or possesses characteristics which are similar to other individuals" in the environment (Muchinsky & Monahan, 1987, p. 269); or, a complementary form, whereby a person's characteristics "make whole" the environment or add to it what is missing (Muchinsky & Monahan, 1987, p. 271). PE fit can also be conceptualized as subjective fit or objective fit. Subjective, or perceived, fit refers to an individual's judgement of congruence between themselves and their environment (Kristof, 1996). Objective, or actual, fit refers to the congruence that truly exists between an individual and their environment which can be indicated through indirect measures, such as polynomial regressions (Kristof, 1996).

In more vocationally driven research, PE fit usually refers to the compatibility between an employee and their work environment's characteristics (Kristof-Brown et al., 2005). Work environment is a broad term and can refer to many different aspects of one's employment. Therefore, PE fit can be focused on the congruence between an individual and their organization, department, work group, or job, depending on which level is being

investigated. For the purposes of this study, the focus will be on an employee's fit with their job, known as person-job (PJ) fit.

PJ fit can be defined in many ways; two of the earliest descriptions characterize it as the alignment between an individual's abilities and a job's demands or an individual's desires and a job's attributes (Edwards, 1991; Kristof, 1996). PJ fit is relative only to the characteristics of job specific tasks; whereas a similar level, person-organization (PO) fit, looks at the alignment between an employee's characteristics and those of an organization (Kristof-Brown & Guay, 2011). Since a person's perceptions of a job and organization will affect how the overall environment is assessed, both PJ and PO fit are direct measures of PE fit (Kristof-Brown & Guay, 2011). However, there has been empirical support for a differentiation between PJ and PO fit: though they are both levels of the same fit theory, these terms are conceptually distinct because each focuses on its own specific characteristics (Kristof, 1996). Consequently, these constructs are related but should not be treated as interchangeable (Kristof-Brown et al., 2005). Therefore, an individual could perceive equal levels of PJ fit across varying organizations, as long as the job's tasks stayed the same. Due to the interdependent outcomes of a job's environment, researchers resolve to consider PJ and PO fit as a 2-factor model of discriminable factors that are also are highly correlated (Kristof-Brown, 2000). This analysis is the foundation for why a PJ fit measure will include elements of PO fit, discussed further below (Cable & DeRue, 2002).

When examining PJ fit, it is important to understand that there are different types that focus on different elements. The two most commonly known are demands-abilities (DA) fit and needs-supplies (NS) fit. DA fit refers to the PJ congruence that lies between

the requirements of a job (demands) and an employee's abilities (Kristof, 1996). For example, DA fit may be present if a barista position requires coffees to be made and an individual knows how to use the coffeemaker. Alternatively, NS fit is the PJ congruence between the expectations or preferences of an employee (needs) and the attributes or rewards in which a job gives for work being performed (supplies; Kristof, 1996). The supplies in this description do not simply refer to the financial rewards of working (e.g., a paycheck); they can include any outcome an individual may gain, such as benefits (e.g., health insurance) or personal takeaway (e.g., job satisfaction or skill training). Therefore, one may perceive NS fit simply if their job fulfills the individual's needs. For example, NS fit could be present for an employee working as a garbage collector if they are paid what they believe to be fair.

Originally, DA and NS fit were thought to be the only two constructs that make up PJ fit (Cable & Judge, 1996); however, this changed when researchers began developing a validated scale. In an effort to measure PJ fit, Cable and DeRue (2002) deemed that PO fit, one's personal values matching with an organization's culture, is as essential to understanding PJ fit as DA and NS fit. PO fit is thus considered a type of PJ fit, as well as its own distinct construct, depending on the context of its use (Cable & DeRue, 2002).

There are several variables that share a significant relationship with PJ fit. The three with the strongest correlations are job satisfaction, organizational commitment, and intent to quit (Kristof-Brown et al., 2005). Of these attitudes, job satisfaction has the strongest connection with PJ fit ($\rho = .56$), followed by organizational commitment ($\rho = .47$) and intent to quit ($\rho = -.46$; Kristof-Brown et al., 2005). Additionally, PJ fit was

found to predict an employee's level of stress ($\rho = -.30$) and performance ($\rho = .20$; Kristof-Brown et al., 2005). One outcome variable of interest is work engagement. Though PJ fit has been found to be a positive predictor of work engagement, studies have also shown the inverse: work engagement is a strong positive predictor of PJ fit, over time (de Beer et al., 2016). Other antecedents of PJ fit include job and personality characteristics such as extraversion (Ehrhart, 2006) and expectations of social outcomes (e.g., work-related support) and intrinsic outcomes (e.g., task variety or skill development; Venkatesh et al., 2017). The focus for the present study is on the antecedents of work as a calling and job crafting. The relationship between each of these variables and PJ fit has been explored; however, the research has yet to examine the combined effects of these variables.

Defining Perceptions of a Calling

The concept of a calling has been discussed in many different forms throughout the years. Originally, a calling was considered to be a theological notion, often termed God's calling (Wrzesniewski, et al., 1997). Used in religious contexts, people believe God or some other higher power calls them to take part in work that provides some morally or socially significant satisfaction (Wrzesniewski et al., 1997). Though this outlook still remains in today's society, a calling to work has since been more closely examined through the lens of psychology (Wrzesniewski et al., 1997). The first notable mention of this term in research comes from *Habits of the Heart*, in which a calling is compared to the similar conceptions of a job and a career (Bellah, et al., 1986). According to the authors, a job is simply the collection of tasks one must complete in order to gain some material reward (e.g., a paycheck; Bellah et al., 1986). A career can be

the work done for monetary gain but is more concerned with the achievements and advancements one can accomplish in their field (Bellah et al., 1986). A calling, however, is considered the work one does for feelings of fulfillment and not material gain or career advancement (Bellah et al., 1986). In other words, a calling is the embodiment of the expression "live to work, not work to live." Further research into these ideas found that a job and a calling present as opposing extremes on a single dimension, whereas a career exists independently (Wrzesniewski et al., 1997). This evidence helps to clearly establish a calling as a unique and distinct approach to defining work, allowing future exploration to precisely focus on the antecedents and outcomes related solely to individuals who find work inseparable from life.

Following its inception from Bellah and colleagues (1986), a calling was later operationally defined as the "work that people feel called to do" and is seen as "socially valuable—an end in itself—involving activities that may, but need not be, pleasurable" (Wrzesniewski et al., 1997, p. 22). Subsequent researchers have each given their own interpretations, with elemental differences such as the source of the call. Some retain the neoclassical perspective of a call coming from some external source, akin to destiny or a sense of duty, an idea influenced by the God's calling notions (Bunderson & Thompson, 2009). Others have developed their own views where the call comes from an internal drive toward one's passion and purpose (Dobrow & Tosti-Kharas, 2011; Hall & Chandler, 2005). For example, if an elementary school teacher was asked why they had pursued a time consuming, low paying, and exhaustive job, the teacher may answer by stating that helping children is what they always wanted to do. Perhaps there was a passion for education and learning but the individual also found value in teaching youth.

So when endeavoring to select a career, there was already a feeling or calling toward teaching as the job. For the purposes of this study, Wrzesniewski et al.'s (1997) definition of work as a calling will be used, regardless of an external or internal source.

The final component to defining work as a calling is to distinguish between perceiving and living a calling. Though perceiving and living a calling may appear similar enough to use interchangeably, they are different variables, each with its own qualities and effects (Duffy et al., 2019). Perhaps obviously enough, there does exist a strong relationship between the two. For example, in one study, researchers found that living one's calling acted as a moderator between perceiving a calling and career commitment (Duffy, et al., 2012). Other researchers found that perceiving a calling was a direct predictor of living a calling (Duffy et al., 2019). Due to the evidence of these connections, the present study will only focus on the perception of a calling, as it is the theoretical antecedent to all study variables involved.

Other outcomes of work as calling that have studied include a positive relationship with career commitment, mediated by one's occupational self-efficacy (Chang et al., 2020); a positive relationship with work engagement (Li & Yang, 2018); and support for better physical employee health (Wrzesniewski et al., 1997). Additionally, there's been research to identify job involvement ($\beta = .24$) , satisfaction ($\beta = .39$), and performance ($\beta = .27$) as significant outcomes of perceiving a calling (Park et al., 2019). Most pertinent to the study at hand, Duffy et al. (2019) have also determined that perceiving a calling directly predicts PE fit. As PJ fit is an integrated part of PE fit (Kristof-Brown & Guay, 2011), the relationship between work as a calling and PJ fit is more supported.

Thus, the first connection to be investigated is that a calling to work predicts PJ fit. As previously stated, a calling may involve activities that are pleasurable (Wrzesniewski et al., 1997). Though this does not ensure that an individual will perceive fit at the job they felt called to, it is highly likely. Therefore,

Hypothesis 1. Work as a calling will positively impact perceptions of PJ fit.

Defining Job Crafting

Job crafting was first conceived by Kulik, Oldham, and Hackman (1987) as an employee's redesign of their job, initiated with or without the involvement of organizational management. However, it was not formally defined until 2001 as "the physical and cognitive changes individuals make in the task or relational boundaries of their work" (Wrzesniewski & Dutton, 2001, p. 179). In other words, it is the self-initiated changes one makes to align their job with personal preferences, motives, and passion.

When the Wrzesniewski and Dutton (2001) coined this term, they also explained the difference between job crafting and job design. The most noticeable distinction is based on identifying who is implementing the alterations to the job. Job design refers to changes made to an employee's tasks that are prompted by management or the employer; job crafting refers to changes made to an employee's tasks that are prompted solely by the employee themselves (Wrzesniewski & Dutton, 2001). These changes could be identical, however, the origin of motivation to alter the job ultimately determines if it is job design or job crafting. Additionally, the job design perspective focuses on static task elements, which is inherently contrasted with job crafting whereby tasks can be altered (Wrzesniewski & Dutton, 2001). The job design perspective also sees work

characteristics affecting employee attitudes; job crafting instead sees the relationship as employee attitudes affecting the design of a job (Wrzesniewski & Dutton, 2001).

To further define job crafting, Wrzesniewski and Dutton (2001) stated that it can be the alteration of one or more aspects of a job, resulting in three classifications of changes: task-related boundaries, social or relational boundaries, and cognitive boundaries. Task-related boundaries refer to the physical tasks completed by an employee, which can be altered in amount, scope, or type (Wrzesniewski & Dutton, 2001). One way of accomplishing this would be to emphasize aspects of one's job by designating more energy or time toward an already meaningful task (Berg, et al., 2013). For example, a doctor can allocate more time to educating their patients about healthy habits, in addition to the already meaningful task of treating them. The second form of job crafting affects the relational aspects of one's job through manipulation of the quality or amount of social interactions at work (Wrzesniewski & Dutton, 2001). This can be directed toward coworkers, customers, or any other individual that a relationship can be built, reframed, or adapted (Berg et al., 2013). For example, a hospital cleaner can integrate tasks caring for patients and their families with their typical job tasks. Building these relationships can impact the appreciation and meaningfulness the worker derives from their job.

The third form focuses on cognitive boundaries which refers to changes in an employee's perceptions about their job with the intention to enhance work meaningfulness (Wrzesniewski & Dutton, 2001). In this form of job crafting, an individual can figuratively transform the way in which they see the job. There are several ways in which this can be accomplished: 1) an employee can expand perceptions by

looking at how their job's role provides value to the whole organization; 2) an employee can focus perceptions by concentrating on a specific task or relationship that provides value to them; or 3) an employee can link perceptions of job tasks with non-work tasks to help find meaning (Berg et al., 2013). For example, a nurse can perceive tasks typically considered mundane, like drawing blood, as playing a larger part in patients' overall health. Another example, a nurse can concentrate on the day-to-day interactions with patients to gain some meaningfulness in the midst of other job tasks. A final example, a nurse can draw a mental connection between outside interests or identities, like being a parent, and the moments working in the hospital spent caregiving.

Within job crafting research, the Job Demands-Resources (JD-R) model has been applied through which self-initiated changes to one's work can be viewed. Shortly after the Wrzesniewski and Dutton's (2001) introduction of job crafting, the JD-R model was developed as a theory for understanding strain, motivation, and organizational outcomes (Demerouti, et al., 2001). This model proposes that working conditions, which can be affected by job crafting, are classified into two broad categories: job demands and job resources (Demerouti et al., 2001). Job demands are the "physical, social, or organizational aspects of job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs" (Demerouti et al., 2001, p. 501). For example, a firefighter's duties are physically and mentally demanding in that they must be able to handle high stress situations and perform physically challenging tasks in order to save lives that are in danger. Job resources are the "physical, psychological, social, or organizational aspects of the job that may do any of the following: (a) be functional in achieving work goals; (b) reduce job demands at the

associated physiological and psychological costs; (c) stimulate personal growth and development" (Demerouti et al., 2001, p. 501). For example, an apprentice electrician can be given the resources and opportunties to learn and develop their trade skills while on the job. The JD-R model can be applied to understand job crafting processes because it remains stable across various occupational settings: though every job environment may have its own unique characterstics, each characteristic can be viewed as either a demand or resource (Demerouti et al., 2001).

Further research has identified four ways in which an employee can implement job crafting. The first two occur when an employee increases the level of job resources in their work (Tims & Bakker, 2010). For example, content analyses conducted by Tims, et al. (2012) showed that this concept of job crafting consists of two distinct dimensions: increasing structural job resources and increasing social job resources. The third and fourth types of job crafting involve altering one's job demands. Specifically, the third type focuses on increasing challenging job demands, and the fourth type focuses on decreasing in hindering job demands (Tims & Bakker, 2010). Demerouti (2014) suggested that through the JD-R model, a change to job resources deals with job crafting the relational boundaries of work and a change to job demands concerns job crafting the task-related boundaires. Through these four dimensions of job crafting, researchers can more precisely investigate the changes one makes to balance job demands and resources with personal needs (Tims & Bakker, 2010).

The relationships between job crafting and various other variables have been studied in depth. The antecedents that may affect job crafting behaviors can be divided between situational or job factors and individual factors. Situational variables refers to

many different aspects of a job: autonomy (Kim et al., 2018; Leana et al., 2009; Rudolph et al., 2017; Saragih et al., 2020); demands of the job (Saragih et al., 2020); and organizational changes (Demerouti, 2014). The individual factors that can influence job crafting include proactive personality (Bakker et al., 2012); self-regulation and self-efficacy (Kim et al., 2018; Tims & Bakker, 2010); and work engagement (Lu et al., 2014). In addition to the numerous preceding variables of job crafting, there are also many outcomes that have been determined. Engagement, which has been studied as an antecedent, has also been found to be a significant outcome of job crafting (Bakker et al., 2012; Rudolph et al., 2017). Other outcomes include increased job satisfaction, self- and other-rated work performance, contextual performance, and decreased job strain (Rudolph et al., 2017).

There is considerable evidence to support the relationship between job crafting and PJ fit as well. Much of the research conducted does disagree on the manner in which the influence takes place though. Similar to work engagement, job crafting has been found to be both an antecedent and outcome of PJ fit (Chen et al., 2014; Kooij et al., 2017; Lu et al., 2014; Tims et al., 2016). While not a topic of this present study, some have suggested that engagement is somehow involved in this relationship. It can be hypothesized that job crafting predicts PJ fit through an individual's level of work engagement or that engagement uses job crafting as a mediator to affect PJ fit. However, the results are consistent in that an employee's job crafting actions, one way or another, impacts the amount of PJ fit one perceives. Therefore,

Hypothesis 2. Job crafting will positively impact perceptions of PJ fit.

Rationale for Mediation

        The final relationship to be discussed is between perceiving one's calling and actively enacting job crafting. The first instance of these two variable being studied together determined that an increase in challenging job demands, a method of job crafting, was positively related to an individual's sense of calling (Esteves & Lopes, 2017). Another study, conducted by Li and Yang (2018), found that living a calling was a significant predictor of job crafting. Job crafting was defined as the three forms: increasing structural job resources, decreasing hindering job demands, and increasing challenging job demands (Li & Yang, 2018). Additionally, a recent study has provided more evidence for a positive relationship between an individual's sense of calling and job crafting (Chang et al., 2020).

        Throughout the research that has been conducted on the individual relationships between each of these variables, there is a considerable amount of evidence to suggest that PJ fit, work as a calling, and job crafting are interrelated. However, there is still little research to fully support the mediating role of job crafting in work as a calling's relationship with PJ fit. Fortunately, there is evidence to suggest some validity to this study's mediation hypothesis: job crafting has been found to moderate the direct relationship between perceiving a calling and PE fit (Duffy et al., 2019). Though this study has tested job crafting as a moderating variable and not mediating, as well as measured PE fit and not PJ fit, it still suggests some support for the current study.

In conclusion, the individual relationships between variables have been supported, allowing this study to focus on the combined effects. Therefore,

Hypothesis 3. Job crafting mediates the positive relationship between work as a calling and perceptions of PJ fit.

Overview of the Study

The current study will test three hypotheses. The first proposes that work as a calling will have a direct positive effect on PJ fit. The second continues on by suggesting job crafting will also have a direct positive effect on PJ fit. These two models (see Figure 1 and 2) demonstrate that, based on previous research, a calling and job crafting do impact the perceptions of PJ fit; however, they do so separately without mediation. Thus, an individual may perceive fit with the job they have felt called to without a need to alter aspects of the work. This relationship contrasts the third model which proposes that work as a calling's effect on PJ fit is mediated by job crafting (see Figure 3), and therefore requires an individual's active changes to a job in order to perceive fit. Previous research has highlighted the strong correlations between these three variables and provides support for job crafting as a mediator, resulting in an equally plausible model.

Figure 1

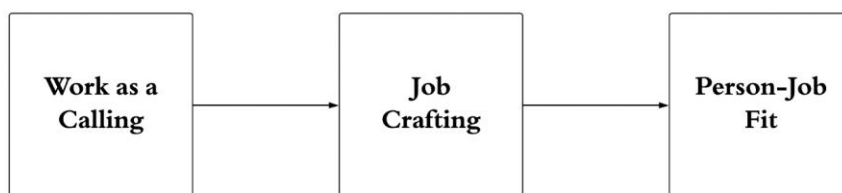*Proposed positive relationship between work as a calling and PJ fit.*

Figure 2

Proposed positive relationship between job crafting and PJ fit.

Figure 3

Proposed mediating relationships between work as a calling, job crafting and PJ fit.

CHAPTER II: METHODS

Participants

The population of interest for this current study is working professionals in the United States. To be eligible, participants were required to be at least 18 years old, currently employed in the United States, have at least five years of job experience in their current field, work at least 30 hours per week, and speak English as their native language. Based on the target population and literature used to inform this study, these requirements were chosen to ensure that data were collected from individuals who have had the opportunity to perceive PJ fit, as well as craft their jobs. Though PJ fit may be perceived in less than five years and job crafting can be accomplished in less than 30 hours per week, these requirements were necessary for the most accurate results. Participation was voluntary, responses remained anonymous, and individuals had the ability to withdraw at any time. The survey required approximately ten to fifteen minutes for completion; the median completion time was eight minutes. Small incentives were given in the form of monetary compensation ($0.50) to those who participated in the survey.

The data were gathered over three collections via online Qualtrics survey using Amazon's Mechanical Turk (MTurk) service. MTurk is an online research platform that allows mass amounts of data to be collected. Responses from 248 individuals who met all the requirements were obtained. However, 23 responses were removed for stating a different number of years in their current job field in the demographics section that was less than five years. Another 40 responses were removed for completing the survey but failed one or more of the attention checks. Finally, the average completion time for the survey was thirty-three minutes; 46 responses were removed for taking the survey in less

than four minutes (less than a quarter of the average time). Therefore, the final sample size was 139 individuals whose responses were analyzed.

Descriptive statistics showed that of the 139 participants, 85 were male, 53 were female, and one individual preferred not to answer. The average age was 38.22 (SD = 10.17) with a range of 24 to 67 years old. The average career tenure was 12.06 years (SD = 7.50) with a range of 5 to 40 years old. The average organizational tenure was 8.76 years (SD = 6.41) with a range of 1 to 37 years old. Demographics on race, highest level of educational background, and industry type were also collected (see Appendix A).

Procedures

Once participants were recruited through MTurk, they were provided with a link to the Qualtrics Survey Software, an online survey platform, to complete the questionnaire. The first page of the survey screened participants based on whether English is their native language, their employment status in the United States, years of experience in their field of work, and age. Those who did not meet the requirements were taken to a survey termination screen and informed that they did not qualify to take the survey. If eligibility was confirmed, the participant was then brought to the informed consent screen, which included purpose of study, eligibility, risks and benefits, etc. Individuals who gave consent were directed to the remaining survey items; those who did not give consent were taken to the end of the survey screen and informed that they had denied consent.

The survey was comprised of items from scales measuring each of the three study variables discussed. Attention check items were incorporated throughout the survey to verify participants were actively reading the items and responding appropriately. These

items are not a part of the original scales and are marked with an asterisk in the appendices; these items were not marked for participants to see. If any of the four attention checks were not passed, then the results of that participant's survey were not be analyzed. However, the participant was still compensated, regardless of attention check responses. Once participants had reached the end of the survey, they were thanked for their participation and provided with a survey completion code that could then be entered into MTurk to receive compensation.

Measures

For this study, four scales corresponding with the relevant study variables were selected. To adequately measure the constructs as defined in the current study, several items were adapted from the original scales.

Brief Calling Scale (BCS). To measure an individual's perceptions of job callings, the brief calling scale was used. This scale was developed and validated by Dik, et al., (2012). This measure consists of four items, such as "I have a calling to a particular kind of work." Participants indicated the extent to which each statement currently described them using a 5-point Likert scale, ranging from 1 (*not at all true of me*) to 5 (*totally true of me*). A higher score indicated increased perceptions of work as a calling. The internal consistency reliability for presence of a calling (items 1 and 2) was $\alpha = .89$ and $\alpha = .87$ for search of a calling (items 3 and 4; Dik et al., 2012). In the present study, the internal consistency reliability for this scale was $\alpha = .80$ for presence of a calling and $\alpha = .91$ for search of a calling. However, the total internal consistency reliability had a measure of $\alpha = .55$. Bearing in mind that the focus of this study is to examine work as a calling's influence on job crafting and PJ fit, a call must already be present in order to

affect the variables. Therefore, there is theoretical and empirical reasoning that supports the removal of the two search of a calling items from the analyses. For this study, the subscale scores were used and not the overall alpha scores.

Job Crafting Scale (JCS). Job crafting behaviors were measured using the scale developed and validated by Tims et al. (2012) consisting of 21 items. The JCS was created with the four divisions of job crafting according to the JD-R model: increasing structural job resources, social job resources, challenging job demands, and decreasing hindering job demands. Participants responded to each item by indicating the extent to which each statement currently describes them using a 5-point Likert scale, ranging from 1 (*never*) to 5 (*always*). A higher score indicated increased job crafting activities. Previous research has shown the internal consistency of this scale to be sufficient for all four sections: increasing structural job resources was $\alpha = .76$; decreasing hindering job demands was $\alpha = .75$; increasing social job resources was $\alpha = .73$; increasing challenging job demands was $\alpha = .77$ (Tims et al., 2012). For this study, individual subscale alpha scores were used and not the overall. The internal consistency reliability for these scales in the present study were $\alpha = .84$ for increasing structural job resources; $\alpha = .87$ for decreasing hindering job demands; $\alpha = .89$ for increasing social job resources; and $\alpha = .84$ for increasing challenging job demands. The job crafting scale had a total internal consistency reliability measure of $\alpha = .91$.

Job Crafting Questionnaire (JCQ). Job crafting behaviors and cognitions were measured using the scale developed and validated by Slemp et al. (2013) consisting of 15 items. The JCQ was created based on the three forms of job crafting according to Wrzesniewski and Dutton (2001): task, relational, and cognitive crafting. Participants

responded to each item by indicating the extent to which they engage in each behavior using a 5-point Likert scale, ranging from 1 (*never*) to 5 (*always*). The original questionnaire developed utilized a 6-point Likert scale, ranging from 1 (*hardly ever*) to 6 (*very often*). However, the first and last responses were the only ones to have anchors attached. Therefore, the questionnaire was altered from a 6-point Likert scale to a 5-point Likert scale with individual anchors to be consistent with the overall survey. Additionally, the items were slightly altered to have similar language with the rest of the survey. For example, "Introduce new approaches to improve your work" was changed to "I introduce new approaches to improve my work." A higher score indicated increased job crafting activities. Previous research has shown the internal consistency of this scale to be sufficient for all three sections, as well as a total: task crafting was $\alpha = .87$; cognitive crafting was $\alpha = .89$; relational crafting was $\alpha = .83$; total job crafting was $\alpha = .91$ (Slemp & Vella-brodrick, 2013). For this study, individual subscale alpha scores were used and not the overall. The internal consistency reliability for these scale in the present study were $\alpha = .83$ for task crafting; $\alpha = .91$ for cognitive crafting; and $\alpha = .84$ for relational crafting. The job crafting questionnaire had a total internal consistency reliability measure of $\alpha = .93$.

As there are two existing scales to measure job crafting, the aforementioned JCS and JCQ, both were utilized to ensure that the behaviors representative of this variable were thoroughly assessed.

Needs-Supplies Fit and Demands-Abilities Fit. There are several measures that could be utilized to measure different forms of fit. However, Cable and DeRue (2002) created a scale that looked at perceptions of needs-supplies fit, demands-abilities fit, and

PO fit. With three items per section, resulting in nine items total, participants' PJ fit perceptions were accurately measured. Individuals assessed the accuracy of each statement using a 5-point Likert scale, ranging from 1 (*not at all true of me*) to 5 (*totally true of me*). A higher score indicated greater fit between an individual and their work. Internal consistency of this scale was divided among the three sections: PO fit scale was $\alpha = .91$; NS fit scale was $\alpha = .89$; and DA fit scale was $\alpha = .89$ (Cable & DeRue, 2002). For this study, overall alpha scores were used and not the subscales. The internal consistency reliability for this scale in the present study was $\alpha = .90$ for PO fit; $\alpha = .83$ for NS fit; and $\alpha = .81$ for DA fit. The total internal consistency measure for this scale had a score of $\alpha = .91$.

Demographic Variables. Participants were asked to indicate their gender, age, race, highest level of education, type of occupation, current job tenure, and current organizational tenure. The information collected was used for purposes of sample description.

CHAPTER III: RESULTS

Preliminary Analyses

Prior to testing the hypotheses, the reliabilities of the scales were checked (see Table 1). The results indicated that the BCS subscales, presence of a calling and search for a calling, were not reliable when analyzed together. Additionally, a Pearson correlation analysis was preformed between the two subscales, showing a nonsignificant relationship between the items: $r(139) = -.02$, $p = .79$. It was previously mentioned that this study requires a work calling to already exist in order to have influence over job crafting and PJ fit. Therefore, the measurement of search of a calling was determined to be nonessential for these analyses; the two items were removed from statistical analyses. Descriptive statistics for the remaining variables were then completed (see Appendix B).

Table 1

Reliability Analyses for All Variables

Variable	Number of Items	Cronbach's Alpha
BCS		.57
Presence of a Calling	2	.81
Search of a Calling	2	.91
JCS		.92
Increasing Structural Job Resources	5	.86
Decreasing Hindering Job Demands	6	.87
Increasing Social Job Resources	5	.89
Increasing Challenging Job Demands	5	.84
JCQ		.93
Task Crafting	5	.84
Cognitive Crafting	5	.91
Relational Crafting	5	.84
Needs-Supplies Fit and Demands-Abilities Fit		.91
PO Fit	3	.91
NS Fit	3	.84
DA Fit	3	.82

Test of hypotheses

To effectively test the hypotheses, correlations between presence of a calling, the four types of job crafting according to the JCS, the three types of job crafting according to the JCQ, and overall PJ fit were run. These results can be found in Table 2. In total, there were strong significant correlations between every variable. The first hypothesis stated that work as a calling will positively impact PJ fit (*Hypothesis 1*). Using the BCS subscale presence of a calling and overall PJ fit, the results found that there was a significant positive correlation between the two variables, $r = .63$, $p < .001$. Thus, Hypothesis 1 was supported.

The second hypothesis stated that job crafting will positively impact PJ fit (*Hypothesis 2*). Correlations between JCS items and JCQ items were previously conducted to ensure the two scales are related. As stated in Table 2, significant positive relationships were found between the four JCS scales and the three JCQ scales. So that the following hypotheses were tested properly, the two job crafting scales were analyzed separately. Starting with the JCS, overall PJ fit was analyzed with the four job crafting subscales to determine correlation. Results found significant relationships between PJ fit and all four subscales: increasing structural job resources ($r = .54$, $p < .001$), decreasing hindering job demands ($r = .18$, $p = .038$), increasing social job resources ($r = .59$, $p < .001$), increasing challenging job demands ($r = .59$, $p < .001$). Next, overall PJ fit was analyzed with the three job crafting subscales according to the JCQ to determine correlation. Similarly, results found significant relationships between PJ fit and all three subscales: task ($r = .57$, $p < .001$), cognitive ($r = .75$, $p < .001$), and relational ($r = .55$, $p < .001$). Results from these two analyses show that Hypothesis 2 was fully supported.

Table 2

Correlations for Study Variables

Variable	1	2	3	4	5	6	7	8
1. BCS	---							
2. JCS: Increasing Structural Job Resources	.55**	---						
3. JCS: Decreasing Hindering Job Demands	.20*	.25**	---					
4. JCS: Increasing Social Job Resources	.44**	.48**	.42**	---				
5. JCS: Increasing Challenging Job Demands	.47**	.57**	.34**	.73**	---			
6. JCQ: Task	.52**	.60**	.46**	.68**	.79**	---		
7. JCQ: Cognitive	.66**	.61**	.32**	.66**	.69**	.72**	---	
8. JCQ: Relational	.41**	.46**	.33**	.71**	.68**	.65**	.65**	---
9. Needs-Supplies Fit and Demands-Abilities Fit	.63**	.54**	.18*	.59**	.59**	.57**	.75**	.55**

*$p < .05$. **$p < .01$

The final hypothesis stated that job crafting would mediate the relationship between work as a calling and PJ fit (*Hypothesis 3*). Based on the notion that a mediation model will not be supported if the independent variable and mediator are not significantly correlated with the dependent variable, there first had to be strong evidence for Hypothesis 1 and 2. As the previous analyses provided backing for both these hypotheses, the proposed mediation could then be tested utilizing Hayes' (2012) Model 4 process model. This process computes regression analyses that contain mediators, moderators, or covariates, measuring for both direct and indirect effects on the dependent variable; model 4 refers to a simple mediation path analysis. The presence of a calling subscale was entered as the independent variable, overall PJ fit was entered as the dependent variable, and each job crafting subscale was entered as individual mediators into the multiple regression. The model was run twice: once with the JCS subscales and once with the JCQ subscales.

With the four types of job crafting according to the JCS listed as four mediators between work as a calling and PJ fit, there was significant statistical evidence for the entire mediated model, $F(5, 133) = 33.32$, $p < .001$, $R^2 = .56$. The data determined that the direct effect of work as a calling on PJ fit was significant (*direct effect* = 1.302, 95% CI [.803, 1.801]). Furthermore, the regression results found that work as a calling significantly predicted the types of job crafting according to the JCS: increasing structural job resources ($B = .82$, $p < .001$), decreasing hindering job demands ($B = .56$, $p < .001$), increasing social job resources ($B = 1.09$, $p < .001$), increasing challenging job demands ($B = 1.00$, $p < .001$). However, only one of the behaviors according to the JCS significantly predicted PJ fit when influenced by work as a calling: increasing social job

resources ($B = .41$, $p = .002$). Increasing structural job resources ($B = .31$, $p = .089$), decreasing hindering job demands ($B = -.14$, $p = .087$), and increasing challenging job demands ($B = .29$, $p = .056$) did not significantly predict PJ fit. These statistics are displayed in Figure 4. Overall, work as a calling only had a significant indirect effect on PJ fit when mediated by increasing social job resources (*indirect effect* = .445, 95% CI [.107, .822]). This indicated that the mediation proposed by Hypothesis 3 is partially supported.

Hayes' (2012) Model 4 process model was run again to analyze the mediation model according to the JCQ. The results showed overall significant statistical evidence for the mediated model, $F(4, 134) = 50.19$, $p < .001$, $R^2 = .60$. The data determined that the direct effect of work as a calling on PJ fit was significant (*direct effect* = .848, 95% CI [.338, 1.358]). Work as a calling also significantly predicted the three forms of job crafting according to the JCQ: task ($B = 1.06$, $p =.000$), cognitive ($B = 1.60$, $p < .001$), and relational ($B = .88$, $p < .001$). Similar to the JCS findings, only one of the job crafting forms according to the JCQ significantly predicted PJ fit when influenced by work as a calling: cognitive crafting ($B = .76$, $p < .001$). Task ($B = .01$, $p = .944$) and relational crafting ($B = .17$, $p = .191$) did not significantly predict PJ fit. These statistics are displayed in Figure 5. Overall, work as a calling only had a significant indirect effect on PJ fit when mediated by cognitive job crafting (*indirect effect* = 1.210, 95% CI [.623, 1.886]). Once again, these results indicate partial support for the mediation model proposed by Hypothesis 3.

Figure 4

Relationship between work as a calling, job crafting, and PJ fit according to the JCS.
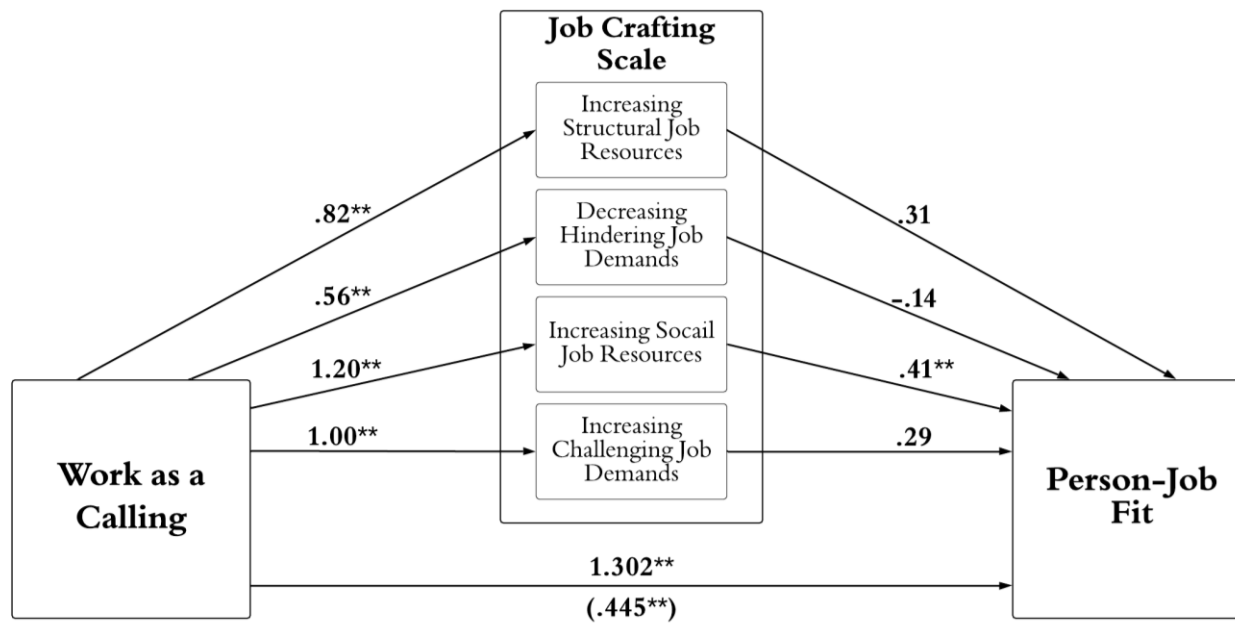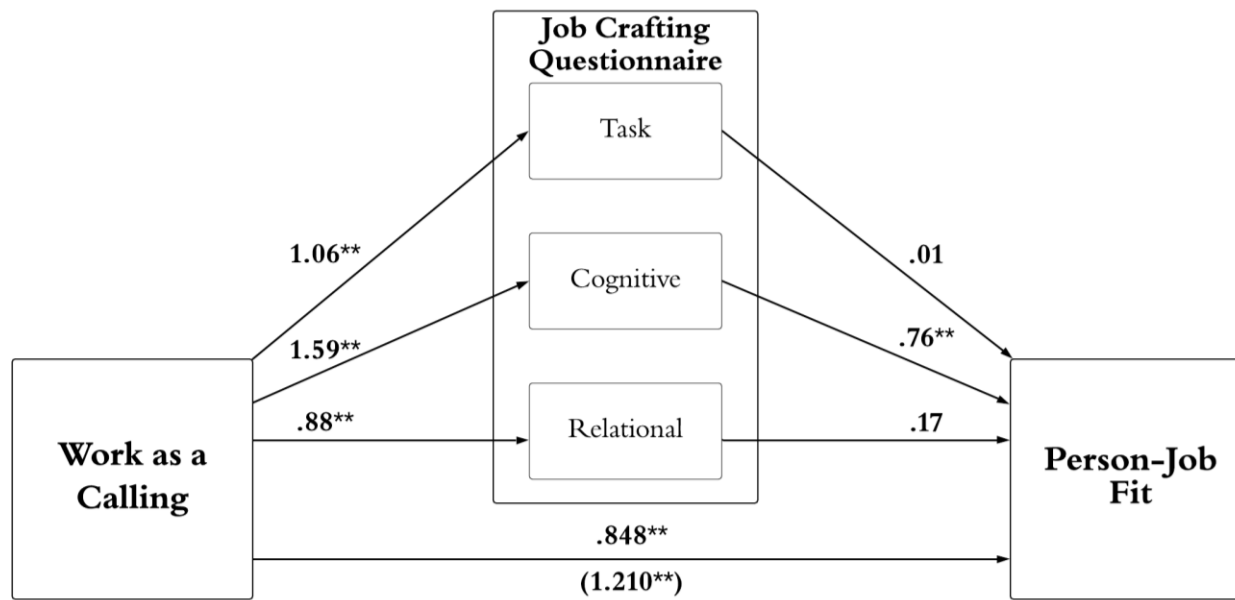

Note. Only the increasing social job resources indirect effect is presented because it was the only significant mediator.

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

Figure 5

Relationship between work as a calling, job crafting, and PJ fit according to the JCQ.

Note. Only the cognitive indirect effect is presented because it was the only significant mediator.

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

CHAPTER IV: DISCUSSION

The study at hand aimed to examine and clarify the relationship between work as a calling, job crafting, and PJ fit. As previous research has stated, there is strong evidence for the three variables' correlation (Chang et al., 2020; Chen et al., 2014; Esteves & Lopes, 2017; Kooij et al., 2017; Li & Yang, 2018; Lu et al., 2014; Tims et al., 2016). Continued exploration into how exactly these constructs operate together has been conducted, such as the work by Duffy et al. (2019), but it is still early in its exploration of precise relationships. The first two hypotheses proposed by this study were aimed at examining whether work as a calling (Hypothesis 1) and job crafting (Hypothesis 2) would positively impact perceptions of PJ fit. Significant results for these hypotheses were necessary to test Hypothesis 3, which stated that job crafting would mediate the positive relationship between work as a calling and perceptions of PJ fit.

Using four previously validated scales, data were collected from the working population. The analyses performed included tests of reliability for the relevant scales and subscales, Pearson correlations between all study variables, and a multiple regression to test the mediated model. The results found that there were significant relationships between work as a calling, when measuring presence of a calling; different types of job crafting, according to the JCS and the JCQ; and PJ fit, which includes demands-abilities fit, needs-supplies fit, and person-organization fit. This shows support for Hypothesis 1 and 2. Furthermore, the results from multiple regression analyses showed that work as a calling had significant direct effects on all job crafting subscales and PJ fit. Hypothesis 3 was focused on investigating the indirect effects on PJ fit. The results did not fully match expectations and showed that work as a calling only impacted PJ fit through some of the

job crafting types but not others. Only increasing social job resources, from the JCS, and cognitive crafting, from the JCQ, were significant and statistically supported as mediators between work as a calling and PJ fit. Therefore, Hypothesis 3 is partially supported.

The first and second hypothesis proposed that work as a calling and job crafting behaviors both positively affect PJ fit. This suggests that an individual who feels called to a particular job would be more likely to perceive PJ fit at work. Similarly, the evidence shows that people who carry out job crafting activities are more likely to perceive PJ fit. Hypothesis 3 presented a model in which job crafting activities were mediators necessary for a work calling to positively influence PJ fit. The results of this study demonstrated that there was support for this model, but only for two types of job crafting. This ultimately means that the positive relationship between perceptions of a calling to a work and PJ exists because people engage in social job resource crafting or cognitive job crafting. In other words, an employee who feels called to the work and actively makes changes to the work is likely to perceive congruency. This study consequently offers a new perspective on how organizations, researchers, and individuals can view job crafting and PJ fit.

Practical Implications

The benefits of studying PJ fit and how exactly it can be affected was earlier stated through its numerous valuable outcomes, such as increased employee satisfaction, engagement, organizational commitment, and performance and decreased turnover and stress (de Beer et al., 2016; Kristof-Brown et al., 2005). Directing attention and effort toward increasing the likelihood of individuals perceiving PJ fit will ultimately benefit employees as well as organizations. Perceiving a calling to work is an aspect of a person

that cannot be directly influenced by any employer. Job crafting behaviors, as defined by researchers, can only be accomplished if the actions and cognitions are self-initiated and therefore not directed by an organization. However, recognizing that these are factors which, together, significantly impact PJ fit can help organizations better understand their employees. Additionally, job crafting may not be initiated be employers but this does not disallow promotion of those behaviors.

With the intention of increasing employees' levels of PJ fit, organizations can look to the results of this study and focus on sponsoring or promoting job crafting behaviors and cognitions among individuals. This may be as simple as creating an environment that encourages or even rewards self-initiated changes to increase the number of individuals participating in job crafting activities. Additionally, managers could train employees to engage in job crafting as a form of socialization through workshops and coaching. Even if the outcomes of these trainings do not directly influence one's PJ fit perceptions, it may still produce the organizational benefits that derive from job crafting efforts. By allowing and advocating for individuals to craft their jobs, the relationship between their calling to work and PJ fit can be improved. Furthermore, if promoting PJ fit among employees is not feasible, a company can at least use this information to understand why individuals may not be perceiving congruency with their jobs, whether a lack of a call and/or job crafting behaviors be the cause.

Limitations and Future Research

The three major limitations of the study revolve around data collection. First, the limitation of most concern was identifying which job crafting scale should be used. Although both the JCS and JCQ have been validated in measuring an individual's job

crafting behavior, there were slight differences that could have affected the results of this study. The JCS divided items between four forms of job crafting according to the JD-R model: increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands. However, these items only referred to job crafting behaviors and not cognitions, unlike the JCQ which divided items between three types of job crafting: task, relational, and cognitive crafting. As a result, the JCS had weaker face validity as the items did not seem to capture the entire definition of job crafting, instead seemingly focusing on self-development. Despite this, the JCS was cited in most of the previous literature used to develop this study and not the JCQ. Therefore, it was determined that for the present research, both scales would be used to measure job crafting behaviors and cognitions in the hopes of gathering enough valid data. The analyses found that both the JCS and JCQ provided statistically significant mediations between work as a calling and PJ fit, thus not affecting the purpose of this study. However, future researchers should further investigate how these results may differ with only one scale or an average of the two scales.

A further issue was that the hypotheses originally stated referred to job crafting at a global level and did not focus on any one strategy to accomplish this. However, in order to effectively examine the proposed model, specific job crafting forms had to be used. The study had to measure the behaviors using validated scales, which ultimately determined that only seven types of job crafting would be examined. Thus, the results of the study only apply to the facets discussed and cannot be applied to job crafting as a whole. Continued exploration into this model can expand the findings to include other forms of job crafting.

The second limitation was how restricted the participant pool may have been. For the most valid data to be obtained, it was decided that individuals had to be working full-time, as well as have at least five years of job experience in their current field. Although these requirements are not necessary for one to perceive PJ fit, it was determined that this would produce the most valid results. However, these stipulations may have prevented other equally valid responses from being analyzed. Further investigation could determine whether there are statistically significant differences in the job crafting mediation model between those working part-time and full-time or those with less job experience. The third limitation was the issues that come with utilizing an online survey. The benefits of using Qualtrics and MTurk allowed for a streamlined process to collect viable data while excluding individuals who did not meet the criteria or pass attention checks. This meant that many participants were ultimately removed from the study, greatly reducing the sample size. Future research should examine the relationship between these variables using a much larger and more representative sample.

Due to the replicability crisis, in which results are thought to be incapable of reproduction, it is necessary to repeat this study in order to strengthen the validity of the findings. Considering the lack of research focus on how these variables correlate with each other, replication of the same study format will provide further support for the conclusions that have been drawn. Alternately, certain variables may be chosen as the focus of future studies and provide stronger evidence for a new model. For example, researchers could explore how different sources of a call to work would affect job crafting and PJ fit. Additionally, individual job crafting techniques, such as task, relational, or cognitive, could be separately studied. Emphasis on demographics should

be expanded, examining how mediating job crafting behaviors differ between genders, ages, or career types. Studies could also focus on the practical applications, examining different workplace interventions intended to improve job crafting or identify a call to work. The limited body of research examining the relationships between these variables has the benefit of allowing for a multitude of directions for future research.

Commented [ATJ1]: 1) Awkward phrasing.

Throughout the literature review for this study, work engagement was previously cited to be closely related to the present variables, as an antecedent and an outcome, occasionally both (de Beer et al., 2016; Li & Yang, 2018; Lu et al., 2014; Rudolph et al., 2017; Tims et al., 2012). The exact nature of engagement's relationship to work as a calling, job crafting, and PJ fit is not entirely understood. However, the results of the present study provide a foundation upon which other researchers can determine exactly what role engagement plays. Further exploration may find that work engagement is the explanation for how work as a calling influences job crafting, how job crafting influences PJ fit, or how job crafting acts as a mediator. Alternatively, future research may uncover that engagement acts as a moderator of the relationships.

Conclusion

Due to the lack of research focus on how work as a calling, job crafting, and PJ fit interact with each other as a whole, this study was developed. Significant correlations between variables were hypothesized and supported, followed by the proposal of a mediated model which was partially supported. The statistical analyses determined that some job crafting behaviors and cognitions mediate the relationship between an individual's call to work and their perceptions of PJ fit. These findings contribute to the growing body of literature, providing practical implications that can benefit organizations

and employees in recognizing and increasing feelings of PJ fit. The importance of this conclusion establishes that an individual may not perceive PJ fit even if they had a calling to the work; they can actively shape the job to align with their personal preferences to increase perceptions of congruency. With this understanding, organizations can ensure the work and environment allow for these self-initiated changes, ultimately influencing the many benefits of PJ fit.

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APPENDICES
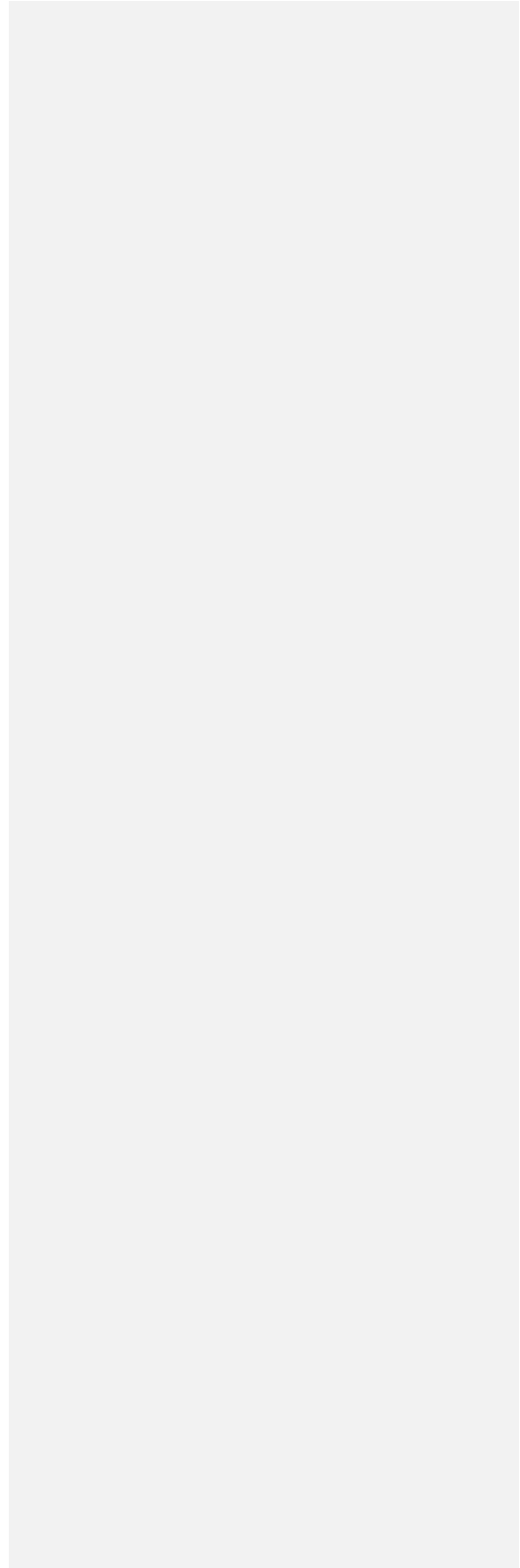
Appendix A

Descriptive Statistics for Demographic Variables

Variables	Frequency (*n*)	Percent (%)
Gender		
Male	53	38.1
Female	85	61.2
Prefer not to answer	1	0.7
Age		
18-24	1	0.7
25-34	59	42.5
35-44	46	33.1
45-54	19	13.1
55-64	11	7.9
65 or older	3	2.2
Race		
White, non-Hispanic	90	64.7
African-American	12	8.6
Asian	25	18.0
Hispanic	4	2.9
Native American	5	3.6
Mixed Race	3	2.2
Highest completed level of education		
Less than High School diploma	1	0.7
High School diploma / GED	15	10.8
Junior College Degree	9	6.5
4-year College Degree	68	48.9
Master's Degree	42	30.2
Doctoral Degree	1	0.7
Professional Degree (JD, MD)	3	2.2
Industry of employment		
Accommodation and Food Services	5	3.6
Administrative and Support Services	9	6.5
Agriculture, Forestry, Fishing and Hunting	2	1.4
Arts, Entertainment, and Recreation	7	5.0
Construction	7	5.0
Educational Services	16	11.5
Finance and Insurance	17	12.2
Government	2	1.4
Health Care and Social Assistance	22	15.8
Information	21	15.1

Management of Companies and Enterprises	3	2.2
Manufacturing	13	9.4
Mining, Quarrying, and Oil and Gas Extraction	0	0.0
Professional, Scientific, and Technical Services	7	5.0
Real Estate and Rental and Leasing	0	0.0
Retail Trade	4	2.9
Self-Employed	1	0.7
Transportation and Warehousing	0	0.0
Utilities	0	0.0
Wholesale Trade	2	1.4
Other Services (Except Public Administration)	1	0.7
Career Tenure		
1-5 years	24	17.3
6-10 years	55	39.6
11-15 years	28	20.4
16-20 years	17	12.2
21-25 years	7	5.0
26-30 years	0	0.0
30 or more years	8	5.8
Organizational Tenure		
1-5 years	49	35.3
6-10 years	57	41.0
11-15 years	17	12.2
16-20 years	8	5.8
21-25 years	4	2.9
26-30 years	3	2.2
30 or more years	1	0.7

Appendix B

Descriptive Statistics for Study Variables

Variable	*M*	*SD*
BCS	7.60	1.90
JCS: Increasing Structural Job Resources	16.22	2.85
JCS: Decreasing Hindering Job Demands	20.01	5.34
JCS: Increasing Social Job Resources	16.76	4.73
JCS: Increasing Challenging Job Demands	17.56	4.10
JCQ: Task	17.98	3.87
JCQ: Cognitive	18.26	4.59
JCQ: Relational	17.45	4.14
Needs-Supplies Fit and Demands-Abilities Fit	34.06	6.71

Note. N = 139.

Appendix C

Survey Items

Informed Consent

1. I have read this informed consent pertaining to the above identified research.
   o Yes
   o No

2. The research procedures to be conducted are clear to me.
   o Yes
   o No

3. I confirm that I am 18 years or older.
   o Yes
   o No

4. I am aware of the potential risks of the study
   o Yes
   o No

5. By clicking below, I affirm that I freely and voluntarily choose to participate in this study. I understand I can withdraw from this study without facing any consequences.
   o Yes, I consent
   o No, I do not consent

Screening Questions

6. Is English your native language?

o Yes
o No

7. Are you currently employed in the United States?
   o Yes
   o No

8. How many years of experience do you have in your current field of work?

   _____

9. What is your current age?

   _____

Brief Calling Scale

Please indicate the extent to which each of the following statements currently describes you.

Items	Not at all true of me (1)	Mildly true of me (2)	Moderately true of me (3)	Mostly true of me (4)	Totally true of me (5)
10. I have a calling to a particular kind of work.	○	○	○	○	○
11. I have a good understanding of my calling as it applies to my career.	○	○	○	○	○
12. I am trying to figure out my calling in my career.	○	○	○	○	○
13. I am searching for my calling as it applies to my career.	○	○	○	○	○

Job Crafting Scale: Increasing Structural Job Resources

Items	Never (1)	Seldom (2)	Sometimes (3)	Often (4)	Always (5)
14. I try to develop my capabilities.	○	○	○	○	○
15. I try to develop myself professionally.	○	○	○	○	○
16. I try to learn new things at work.	○	○	○	○	○
17. I make sure that I use my capacities to the fullest.	○	○	○	○	○
18. I decide on my own how I do things.	○	○	○	○	○

Job Crafting Scale: Decreasing Hindering Job Demands

Please indicate the extent to which each of the following statements currently describes you.

Items	Never (1)	Seldom (2)	Sometimes (3)	Often (4)	Always (5)
19. I make sure that my work is mentally less intense.	○	○	○	○	○
20. I try to ensure that my work is emotionally less intense.	○	○	○	○	○
21. I manage my work so that I try to minimize contact with people whose problems affect me emotionally.	○	○	○	○	○
22. *It is important that you pay attention to this study. Please click "Always" for this item.	○	○	○	○	○
23. I organize my work so as to minimize contact with people whose expectations are unrealistic.	○	○	○	○	○
24. I try to ensure that I do not have to make many difficult decisions at work.	○	○	○	○	○
25. I organize my work in such a way to make sure that I do not have to concentrate for too long a period at once.	○	○	○	○	○

Job Crafting Scale: Increasing Social Job Resources

Please indicate the extent to which each of the following statements currently describes you.

Items	Never (1)	Seldom (2)	Sometimes (3)	Often (4)	Always (5)
26. I ask my supervisor to coach me.	○	○	○	○	○
27. I ask whether my supervisor is satisfied with my work.	○	○	○	○	○
28. I look to my supervisor for inspiration.	○	○	○	○	○
29. I ask others for feedback on my job performance.	○	○	○	○	○
30. I ask colleagues for advice.	○	○	○	○	○

Job Crafting Scale: Increasing Challenging Job Demands

Please indicate the extent to which each of the following statements currently describes you.

Items	Never (1)	Seldom (2)	Sometimes (3)	Often (4)	Always (5)
31. When an interesting project comes along, I offer myself proactively as project co-worker.	○	○	○	○	○
32. If there are new developments, I am one of the first to learn about them and try them out.	○	○	○	○	○
33. When there is not much to do at work, I see it as a chance to start new projects.	○	○	○	○	○

	Never	Seldom	Sometimes	Often	Always
34. I regularly take on extra tasks even though I do not receive extra salary for them.	○	○	○	○	○
35. *It is important that you pay attention to this study. Please click "Seldom" for this item.	○	○	○	○	○
36. I try to make my work more challenging by examining the underlying relationships between aspects of my job.	○	○	○	○	○

Job Crafting Questionnaire: Task Crafting

Please indicate the extent to which you engage in the following behaviors.

Items	Never (1)	Seldom (2)	Sometimes (3)	Often (4)	Always (5)
37. I introduce new approaches to improve my work.	○	○	○	○	○
38. I change the scope or types of tasks that I complete at work.	○	○	○	○	○
39. I introduce new work tasks that I think better suit my skills or interests.	○	○	○	○	○
40. I choose to take on additional tasks at work.	○	○	○	○	○
41. I give preference to work tasks that suit my skills or interests.	○	○	○	○	○

Job Crafting Questionnaire: Cognitive Crafting

Please indicate the extent to which you engage in the following behaviors.

Items	Never (1)	Seldom (2)	Sometimes (3)	Often (4)	Always (5)
42. I think about how my job gives my life purpose.	○	○	○	○	○
43. I remind myself about the significance my work has for the success of the organization.	○	○	○	○	○
44. I remind myself of the importance of my work for the broader community.	○	○	○	○	○
45. I think about the ways in which my work positively impacts my life.	○	○	○	○	○
46. I reflect on the role my job has for my overall well-being.	○	○	○	○	○

Job Crafting Questionnaire: Relational Crafting

Please indicate the extent to which you engage in the following behaviors.

Items	Never (1)	Seldom (2)	Sometimes (3)	Often (4)	Always (5)
47. I make an effort to get to know people well at work.	○	○	○	○	○
48. I organize or attend work related social functions.	○	○	○	○	○
49. *It is important that you pay attention to this study. Please click "Never" for this item.	○	○	○	○	○

50. I organize special events in the workplace (e.g., celebrating a co-worker's birthday).	○	○	○	○	○
51. I choose to mentor new employees (officially or unofficially).	○	○	○	○	○
52. I make friends with people at work who have similar skills or interests.	○	○	○	○	○

Perceived Person-Organization Fit Scale: Person-Organization Fit

Please indicate the extent to which each of the following statements currently describes you.

Items	Not at all true of me (1)	Mildly true of me (2)	Moderately true of me (3)	Mostly true of me (4)	Totally true of me (5)
53. The things that I value in life are very similar to the things that my organization values.	○	○	○	○	○
54. My personal values match my organization's values and culture.	○	○	○	○	○
55. My organization's values and culture provide a good fit with the things that I value in life.	○	○	○	○	○

Perceived Person-Organization Fit Scale: Needs-Supplies Fit

Please indicate the extent to which each of the following statements currently describes you.

Items	Not at all true of me (1)	Mildly true of me (2)	Moderately true of me (3)	Mostly true of me (4)	Totally true of me (5)
56. There is a good fit between what my job offers me and what I am looking for in a job.	○	○	○	○	○
57. *It is important that you pay attention to this study. Please click "Mostly true of me" for this item.	○	○	○	○	○
58. The attributes that I look for in a job are fulfilled very well by my present job.	○	○	○	○	○
59. The job that I currently hold gives me just about everything that I want from a job.	○	○	○	○	○

Perceived Person-Organization Fit Scale: Demands-Abilities Fit

Please indicate the extent to which each of the following statements currently describes you.

Items	Not at all true of me (1)	Mildly true of me (2)	Moderately true of me (3)	Mostly true of me (4)	Totally true of me (5)
60. The match is very good between the demands of my job and my personal skills.	○	○	○	○	○
61. My abilities and training are a good fit with the requirements of my job.	○	○	○	○	○
62. My personal abilities and education provide a good match with the demands that my job places on me.	○	○	○	○	○

Demographic Questions

63. How would describe your gender?
   o Male
   o Female
   o Other

      _____
   o Prefer not to answer

64. What is your age?
   _____

65. With which of the following do you most identify?
   o White, non-Hispanic
   o African-American
   o Asian
   o Hispanic
   o Native American
   o Mixed Race
   o Other

      _____

66. What is your highest level of education you have completed?
   o Less than High School diploma
   o High School diploma / GED
   o Junior College Degree
   o 4-year College Degree
   o Master's Degree
   o Doctoral Degree
   o Professional Degree (JD, MD)

67. Which of the following industries most closely matches the one in which you are currently employed?
   o Accommodation and Food Services
   o Administrative and Support Services
   o Agriculture, Forestry, Fishing and Hunting
   o Arts, Entertainment, and Recreation
   o Construction
   o Educational Services
   o Finance and Insurance
   o Government
   o Health Care and Social Assistance
   o Information

- o Management of Companies and Enterprises
- o Manufacturing
- o Mining, Quarrying, and Oil and Gas Extraction
- o Professional, Scientific, and Technical Services
- o Real Estate and Rental and Leasing
- o Retail Trade
- o Self-Employed
- o Transportation and Warehousing
- o Utilities
- o Wholesale Trade
- o Other Services (Except Public Administration)
  _____

68. How many years have you practiced in your current job field?

  _____

69. How many years have you worked in your current organization?

  _____

Appendix D

IRB Approval

IRB
INSTITUTIONAL REVIEW BOARD
Office of Research Compliance,
010A Sam Ingram Building,
2269 Middle Tennessee Blvd
Murfreesboro, TN 37129
FWA: 00005331/IRB Regn.. 0003571

MIDDLE TENNESSEE STATE UNIVERSITY

IRBN007 – EXEMPTION DETERMINATION NOTICE

Monday, October 12, 2020

Protocol Title	*Called to a Job: Crafting Influences on Person-Job Fit*
Protocol ID	**21-1042 2q**
Principal Investigator	**Sarah Graff** (Student)
Faculty Advisor	Judith Van Hein
Co-Investigators	Alexander Jackson and Rick Moffett
Investigator Email(s)	*sag5p@mtmail.mtsu.edu; judy.vanhein@mtsu.edu*
Department/Affiliation	Psychology

Dear Investigator(s),

The above identified research proposal has been reviewed by the MTSU Institutional Review Board (IRB) through the **EXEMPT** review mechanism under 45 CFR 46.101(b)(2) within the research category **(2) Educational Tests, surveys, interviews or observations of public behavior** *(Qualtrics Survey)*. A summary of the IRB action and other particulars of this protocol are shown below:

IRB Action	**EXEMPT from furhter IRB review***
Date of Expiration	**9/30/2021** Date of Approval: **10/12/20** *Recent Amendment:* NONE
Sample Size	THREE HUNDRED AND FIFTY (350)
Participant Pool	**Healthy adults (18 or older) - English-speaking US professionals who work for at least 30 hours a week; Recruited through Amazon MTurk**
Exceptions	Online consent followed by internet-based survey using Qualtrics is permitted (Qualtrics links on file).
Type of Interaction	☒ Virtual/Remote/Online Interview/survey ☐ In person or physical– Mandatory COVID-19 Management (refer next page)
Mandatory Restrictions	1. All restrictions for exemption apply. 2. The participants must be 18 years or older. 3. Mandatory ACTIVE informed consent. Identifiable information including, names, addresses, voice/video data, must not be obtained. 4. NOT approved for in-person data collection. 5. All eligible participants must be compensated even if they do not complete the survey or fail attention checks.
Approved IRB Templates	*IRB Templates:* Informed Consent *Non-MTSU Templates:* Recruitment script
Research Inducement	$0.50; all eligible participants must be compensated once they enroll regardless their completion status and responses to attention questions
Comments	NONE

***Although this exemption determination allows above defined protocol from further IRB review, such as continuing review, MTSU IRB will continue to give regulatory oversight to ensure compliance.

IRBN007 (Ver: 2.0; Rev: 08/14/2020)   FWA: 00005331   IRB Registration. 0003571

Summary of the Post-approval Requirements: The PI and FA must read and abide by the post-approval conditions (Refer "*Quick Links*" in the bottom):
- *Final Report:* The Faculty Advisor (FA) is responsible for submitting a final report to close-out this protocol before 9/30/2021; if more time is needed to complete the data collection, the FA must request an extension by email. REMINDERS WILL NOT BE SENT. **Failure to close-out (or request extension) may result in penalties** including cancellation of the data collected using this protocol or withholding student diploma.
- *Protocol Amendments*: IRB approval must be obtained for all types of amendments, such as:
  - Addition/removal of subject population and sample size.
  - Change in investigators.
  - Changes to the research sites – appropriate permission letter(s) from may be needed.
  - Alternation to funding.
  - Amendments must be clearly described in an addendum request form submitted by the FA.
  - The proposed change must be consistent with the approved protocol and they must comply with exemption requirements.
- *Reporting Adverse Events:* Research-related injuries to the participants and other events , such as, deviations & misconduct, must be reported within 48 hours of such events to compliance@mtsu.edu.
- *Research Participant Compensation:* Compensation for research participation must be awarded as proposed in Chapter 6 of the Exempt protocol. The documentation of the monetary compensation must Appendix J and MUST NOT include protocol details when reporting to the MTSU Business Office.
- *COVID-19:* Regardless whether this study poses a threat to the participants or not, refer to the COVID-19 Management section for important information for the FA.

COVID-19 Management:
The FA must enforce social distancing guidelines and other practices to avoid viral exposure to the participants and other workers when physical contact with the subjects is made during the study.
- The study must be stopped if a participant or an investigator should test positive for COVID-19 within 14 days of the research interaction. This must be reported to the IRB as an "adverse event."
- The FA must enforce the MTSU's "Return-to-work" questionnaire found in Pipeline must be filled and signed by the investigators on the day of the research interaction prior to physical contact.
- PPE must be worn if the participant would be within 6 feet from the each other or with an investigator.
- Physical surfaces that will come in contact with the participants must be sanitized between use
- **FA's Responsibility:** The FA is given the administrative authority to make emergency changes to protect the wellbeing of the participants and student researchers during the COVID-19 pandemic. However, the FA must notify the IRB after such changes have been made. The IRB will audit the changes at a later date and the PI will be instructed to carryout remedial measures if needed.

Post-approval Protocol Amendments:
The current MTSU IRB policies allow the investigators to implement minor and significant amendments that would not result in the cancellation of the protocol's eligibility for exemption. *Only THREE procedural amendments will be entertained per year (changes like addition/removal of research personnel are not restricted by this rule).*

Date	Amendment(s)	IRB Comments
NONE	NONE.	NONE

Post-approval IRB Actions:
The following actions are done subsequent to the approval of this protocol on request by the PI or on recommendation by the IRB or by both.

Date	IRB Action(s)	IRB Comments
NONE	NONE.	NONE

Mandatory Data Storage Requirement:
All research-related records (signed consent forms, investigator training and etc.) must be retained by the PI or the faculty advisor (if the PI is a student) at the secure location mentioned in the protocol application. The data must be stored for at least three (3) years after the study is closed. Additionally, the Tennessee

Institutional Review Board, MTSU   FWA: 00005331   IRB Registration. 0003571

State data retention requirement may apply (*refer "Quick Links" below for policy 129*).   Subsequently, the data may be destroyed in a manner that maintains confidentiality and anonymity of the research subjects. **The IRB reserves the right to modify/update the approval criteria or change/cancel the terms listed in this notice**. Be advised that IRB also reserves the right to inspect or audit your records if needed.

Sincerely,

Institutional Review Board
Middle Tennessee State University

Quick Links:
- Post-approval Responsibilities: http://www.mtsu.edu/irb/FAQ/PostApprovalResponsibilities.php
- Exemption Procedures: https://mtsu.edu/irb/ExemptPaperWork.php
- MTSU Policy 129: Records retention & Disposal: https://www.mtsu.edu/policies/general/129.php