# BAM2018

This paper is from the BAM2018 Conference Proceedings

# THE ROLE OF TASK PROSOCIAL JOB CRAFTING IN PREDICTING SUPERVISOR RATINGS OF PERFORMANCE

**ABSTRACT**

Prosocial job crafting is a specific form of job crafting, focusing on crafting behaviours led by a prosocial intent. Prosocial job crafting is considered to be a subcategory of job crafting, and we identify three dimensions of the concept, namely task, relational, and cognitive prosocial job crafting. In this paper, we describe a study investigating prosocial job crafting in academic libraries. A structural model with the task element of prosocial job crafting was tested on a sample of participants from Hungary. We found that task prosocial job crafting was predicted by prosocial motivation, while it strongly and positively predicted supervisor ratings of individual performance, consistent with theoretical predictions. Opportunities for impact on beneficiaries was found to strengthen the relationship between prosocial motivation and task prosocial job crafting.

**INTRODUCTION**

The current paper investigates a specific form of job crafting, namely *prosocial job crafting*. Job crafting is a relatively new concept that concerns the employees' role in customizing their jobs to better suit their individual needs and preferences. Wrzesniewski and Dutton (2001) define job crafting as "the physical and cognitive changes individuals make in the task or relational boundaries of their work" (p: 179), and identified three dimensions of job crafting, namely task, relational, and cognitive crafting. We define prosocial job crafting as the processes through which individuals modify their jobs' task, relational, and cognitive boundaries to allow them act in a prosocial manner. Both qualitative and quantitative studies have shown that for many employees, making a positive difference in other people's lives is one of the main purpose of their work (Colby, Sippola, & Phelps, 2001; Ruiz-Quintanilla & England, 1996). Therefore, increasing the opportunities to have a positive impact on others could be a crucial factor in establishing positive work meaning and work identities. Moreover, the motivation to make a prosocial difference is also a powerful driving force behind the employees' actions through increasing effort (Mitchell & Daniels, 2003), and persistence (Batson & Powell, 2003).

Despite the recognized significance of prosocial behaviours, research attention has only recently shifted towards investigating the role of job design and the work context in facilitating

these positive outcomes resulting from prosocial motivation. Grant (2007) suggests that jobs that allow some room to make a prosocial difference might trigger job crafting behaviours. This is in line with some of the examples of job crafting outlined by Wrzesniewski and Dutton (2001), such as the example of hospital cleaners who crafted the aspect of patient interaction in their job to increase meaningfulness. However, this specific subset of job crafting behaviours led by the motivation to make a difference in others' lives has not yet been explored in detail. Wrzesniewski and Dutton (2001) proposed that in addition to control over the job, cultivating a positive self-image and the motivation to connect to others are important motivators behind job crafting. We propose, that in addition to these three facets, prosocial motivation is also an important motivator behind a subcategory of specific job crafting behaviours.

The examination of prosocial job crafting is particularly timely given the changes occurring within the economy, with an ever growing shift towards services, leaving organizations being 'forced' to meet the needs of their customers to succeed and survive (Oldham & Fried, 2016). The more frequent use of teams in a variety of industries resulted in a growing number of new working relationships, in which employees can express and experience prosocial behaviours. Moreover, in today's uncertain job market, a significant percentage of people are likely to take on job roles that they did not necessarily desire, envisioned, and planned for, and prosocial job crafting can be a fruitful way to improve and create meaningfulness in a variety of jobs. Although, jobs can differ in the degree to which they offer room to make a positive difference (Grant, 2008b), McClelland, Leach, Clegg, and McGowan (2014) found that even with low levels of autonomy, individuals find ways to craft their jobs.

The current research investigates prosocial job crafting behaviours in academic libraries. In this workplace setting, employees experience a variety of workplace relationships by working closely with each other, but also with their 'customers' (students, faculty). Multiple studies on job crafting have been conducted with teachers (e.g., Leana, Appelbaum, & Shevchuk, 2009; Lin, Law, & Zhou, 2017), and we propose that the environment of academic libraries is a similar, and equally relevant setting (if not more so), given the more broadly applicable customer-service operative relationships present within library settings.

In this paper, we focus on the task dimension of prosocial job crafting, namely task prosocial job crafting (TPSJC). Task crafting is a primary form of job crafting (Lin et al., 2017), and out of the three crafting dimensions (task, relational, cognitive), this is the most explicit and visible to others. Thus, the most likely to predict the performance ratings provided by the supervisors. Hence, this dimension is the most relevant to the model tested in our current study.

Our paper outlines a theoretical model, using a field sample of 262 participants who worked in academic libraries in Hungary. We examined the mediating role of TPSJC between prosocial motivation and supervisor ratings of overall performance, and the moderating role of opportunities for impact on beneficiaries. We found that TPSJC not only mediated the proposed relationship, but also strongly and positively predicted supervisor ratings of overall performance. Moreover, opportunities for impact on beneficiaries strengthened the relationship between prosocial motivation and supervisor ratings of overall performance.

## CONCEPTUAL FOUNDATIONS OF THE RESEARCH

### Proactive and prosocial workplace behaviours

In the past 30 years there have been considerable changes in the nature of work. In order to provide greater autonomy for work teams and to promote collaboration across boundaries (cultural, geographical, occupational), organizations are implementing a flatter structure (Kozlowski & Ilgen, 2006; Griffin, Neal, & Parker, 2007). The management style of supervisors has also changed as they increasingly rely on their workforce to be proactive and introduce changes to their jobs (Fay & Frese, 2001). Consequently, organizational researchers have started to recognize the role that employees play in the design of their own jobs. As Grant and Ashford (2008:4) noted: "employees do not just let life happen to them. Rather, they try to affect, shape, curtail, expand, and temper what happens in their lives". In accordance with the increasing relevance of employee proactivity, Wrzesniewski and Dutton (2001) introduced the concept of job crafting. Wrzesniewski and Dutton (2001:180) use the term 'crafting' to capture the actions employees take to "shape, mold, and redefine their jobs", and suggest that the interactions and work tasks that compose the working days are the raw materials employees use to construct their jobs. As today's organizations are changing their processes and functions faster than ever before (Ghitulescu, 2013), individuals' ability to craft their job can be a useful way to cope with the ongoing changes and provide a "strategic advantage in larger-scale organizational change" (Wrzesniewski & Dutton, 2001:198).

In parallel with the increased research attention on employee proactivity, there has been an expanding research interest on prosocial workplace behaviours, and it has become a widely accepted assumption that employees want to make a positive difference (Bornstein, 2004; May, 2003; Quinn, 2000). Existing research on the motivation to make a positive difference largely focussed on how the dispositions of employees may shape this motivation. Previous studies have investigated how the work orientation of employees may play a role on the degree to which

employees want to make a positive difference. Wrzesniewski, McCauley, Rozin, and Schwartz (1997) found that employees who see their work as a calling want their efforts to make the world a better place, however, employees with other work orientations usually do not. Other studies investigated the role of altruistic values (Meglino & Korsgaard, 2004; Rioux & Penner, 2001) and benevolent dispositions (Huseman, Hatfield, & Miles, 1987), but limited research looked at the role of work context and job design prior to the seminal paper of Grant (2007). Grant (2007: 394) proposed that "the motivation to make a prosocial difference is an inherently relational phenomenon; interpersonal relationships both cultivate and result from the motivation to make a prosocial difference". Grant (2007) outlined a novel framework of relational job design, focusing on the level of impact on, and contact with beneficiaries resulting in opportunities to make a positive difference for others.

Looking at relational job design from a job crafting perspective, there can be links drawn. According to Wrzesniewski and Dutton (2001), jobs are designed with relational boundaries, providing opportunities for employees to change their relationships, and consequently their work experiences and environments. Moreover, relational job design may promote: "cognitive job crafting by enabling employees to become aware of their impact and to redefine their work in terms of making a prosocial difference, and it promotes physical job crafting by motivating employees to incorporate new activities into their jobs in order to help beneficiaries" (Grant, 2007:408). Relational job design may play a key role in enabling employees to engage in prosocial job crafting, and in turn constructing identities as competent and socially valued individuals, who can recognize, seek, and create opportunities for impact (Parker, Wall, & Jackson, 1997).

Thus, in our paper we will focus on an organizational setting in which the employees have opportunities for contact with their beneficiaries (colleagues, service recipients) and make a positive impact on their beneficiaries, namely academic libraries.


**Prosocial job crafting**
We define prosocial job crafting as the voluntary actions through which employees proactively change elements of their job tasks, relationships with others at work, and their cognitions about their job to make a positive impact on beneficiaries. Our framework relates to the concept of prosocial behaviour, namely a behaviour which the actor expects will benefit the person or people to whom it is directed (Brief & Motowidlo, 1986).

Despite the relevance of prosocial job crafting behaviours, we are aware of only one study by Grant, Alexander, Griesbeck, Jaffe, Kagan, Kamin, Kemerling, Long, Nagel, Paulding,

and Swayne (2007) looking at a related phenomenon. The authors examined behaviours similar to prosocial job crafting with employees in a variety of service occupations (dentists, hairstylists, personal trainers). However, this study was limited to occupations in which the individuals worked independently, mostly interacting with customers. Grant and associates (2007) found that job holders keenly and proactively craft their interactions with their service recipients in order to feel like their work is making a meaningful positive impact on their customers. The study outlined a variety of behaviours that employees engage in to accomplish this, such as expanding their roles above basic functions and tailoring services to have a positive impact (Berg, Dutton, & Wrzesniewski, 2008). However, the focus of the study is more on interactions, and the relational element of these behaviours.

Drawing on these findings, our research aims to quantitatively investigate TPSJC behaviours in an organizational setting where the employees work in teams, in addition to having some form of customer service as part of their job duties, providing opportunities for both co-worker and customer interactions. Prosocial job crafting is a timely research avenue, offering a fruitful way to create meaningfulness and benefit both individual employees and organizations.


## TESTING A THEORETICAL MODEL OF TASK PROSOCIAL JOB CRAFTING (TPSJC)

In the current paper, we examined an objective outcome and the potential organizational impact of TPSJC through investigating a causal model, testing the mediating power of TPSJC between *prosocial motivation* and *supervisor ratings of individual performance*, and the moderating role of *opportunities for impact on beneficiaries* on the relationship between prosocial motivation and TPSJC. With the aim of exploring the potential organizational impact of prosocial job crafting, and in particular its impact on performance, we decided to measure supervisor ratings of performance. Thus, we focussed on the most observable prosocial job crafting dimension, namely TPSJC. TPSJC is the most transparent and explicit form of prosocial job crafting, and the most likely to be noticed by others, including supervisors. Moreover, there is a growing interest and an emerging literature focusing on the task related forms of job crafting (McClelland et al., 2014; Lin et al., 2017).We argue that TPSJC is more salient and occurs more frequently and commonly compared to relational prosocial job crafting (RPSJC). It is also more visible compared to cognitive prosocial job crafting (CPSJC), as CPSJC occurs on a cognitive level. Moreover, we propose that it is likely that jobs offer more opportunities for

TPSJC compared to RPSJC, since it may also depend on the individual preferences, attitudes, personality traits and beliefs to what extent one engages in RPSJC, which requires a more personal relationship with colleagues and service recipients.

**The positive relation between prosocial motivation and TPSJC**

Wrzesniewski and Dutton (2001) identified three core needs as the antecedents to job crafting; the need for control, the need for positive self-image, and the need for human connections. In addition to individual needs, the general motivational orientations of employees also affect job crafting. Depending on whether the individual is intrinsically or extrinsically motivated, they may engage in different kinds of job crafting behaviours. Individuals with intrinsic motivations for working may engage in job crafting behaviours that allow them to use their skills and competence in their work. By contrast, extrinsic motivations for working may facilitate job crafting that limits the relational or task boundaries of the job. As regard to prosocial job crafting, we theorize that the core motivation for these behaviours is prosocial motivation. Prosocial motivation is "the desire to expend effort to benefit other people" (Grant, 2008a: 49). A number of studies adapting different conceptualizations and measures of prosocial motivation suggest that prosocial motivation is associated with higher levels of productivity across various extra-role behaviours and job tasks (e.g., Bing & Burroughs, 2001; Rioux & Penner, 2001, Ilies, Scott, & Judge, 2006). Consequently, we theorize that prosocial motivation will be positively associated with TPSJC.

*Hypothesis 1: Prosocial motivation is positively associated with TPSJC*

**The positive relation between TPSJC and supervisor ratings of individual performance**

Several studies found a positive relationship between proactive, prosocial, and helping behaviours and both individual (e.g., Grant, Parker, & Collins, 2009) and group/organizational level performance (Podsakoff & MacKenzie, 1997). Based on attribution theory (Bolino, 1999), it is suggested that supervisors need to attribute the behaviour to prosocial intentions in order for proactive behaviours to contribute to higher overall performance ratings. According to Grant et al. (2009: 36), "when employees express strong prosocial values, supervisors are likely to attribute their proactive behaviours to benevolent intentions. Employees with strong prosocial values develop a track record for engaging in proactive behaviours for the benefit of other people and the organization." The researchers found that that supervisors gave better performance ratings to employees who engaged in proactive behaviours that were associated

with strong prosocial values. In line with these findings, we hypothesize that TPSJC leads to higher overall individual performance ratings from supervisors.

*Hypothesis 2: TPSJC positively predicts supervisor ratings of performance*

In accordance with this rationale, in hypothesis 3 we integrate our arguments for hypothesis 1 and hypothesis 2, and we theorize that prosocial motivation fuels TPSJC, which in turn leads to improved performance ratings by the supervisors.

*Hypothesis 3: TPSJC mediates the relationship between prosocial motivation and supervisor ratings of performance.*

**The moderating role of opportunities for impact on beneficiaries**

Wrzesniewski and Dutton (2001) propose that dispositional and situational conditions, such as perceived opportunities to craft, moderate the motivation to craft. More specifically, motivation to craft intensifies when employees perceive that there is an opportunity to craft. As regard to prosocial job crafting, the perceived opportunities to craft largely depend on the design of the job (Grant, 2007). Grant (2008b:20) posits that "jobs are not only designed with social characteristics that enable employees to interact with other people; they are also designed with prosocial characteristics that enable employees to benefit other people". One of these job characteristics is the opportunities a job offers to have a positive impact on beneficiaries. Opportunities for impact allow employees to recognize that their job has the potential to do good, and in turn this results in increased efforts by the employees (Grant, 2008b). Therefore, we propose that opportunities for impact on beneficiaries strengthens the relationship between prosocial motivation and TPSJC.

*Hypothesis 4: Opportunities for impact on beneficiaries moderates the relationship between prosocial motivation and TPSJC.*

**METHODS**

**Analytical Approach**

In the first step of the analyses, we performed a CFA with the six study variables (prosocial motivation, TPSJC, supervisor ratings, opportunities for impact, autonomy, and proactive personality). Afterwards, we conducted a bivariate correlation to investigate the association between the study variables. Finally, we adopted an SEM approach based on Mackinnon,

Lockwood, Hoffman, West, & Sheets (2002), and tested our research model against four competing models. SEM is a widely used causal modelling method (James, Mulaik, & Brett 2006) as it allows researcher to get information on the model fit of the tested models and estimate parameters in order to test for hypotheses, while controlling for measurement error. Following the approach adopted by Lu, Zhou, Bruton and Li (2010), we first estimated the research model (Model 1), followed by testing a full mediation (Model 2), and a partial mediation model (Model 3). To rule out alternative explanations, we tested for a rival model (Model 4), and tested for robustness in the final step (Model 5). We assessed our hypotheses based on the best fitting model.

**Sample and Procedures**

Data was collected from 262 library employees and their supervisors working in 4 academic libraries in Hungary. All scales of the questionnaire were translated and back translated fromEnglish to Hungarian with a help of a bilingual academic. The questionnaire was distributed online, with a set-up that generated links for each of the individual email addresses of the participants. The participants were informed that their responses will be identifiable, but their identity will only be used to match the supervisor ratings to each of the respondents, and once the data is matched, all identifiable information will be removed. As a reward, the participants were offered prize draw for five 5000 HUF (approximately £20) shopping vouchers. The supervisors were contacted two weeks after the last reminder email was sent to the employees to provide the performance ratings of the participants who completed the questionnaire. Sample 2 had a slightly unequal gender distribution with 62.2% of the participants being female (SD=.486). The participants' age ranged from 20 to 68, with the mean age of 42.75 (SD=10.508). All participants were of Hungarian nationality. The job tenure of the respondents ranged from 3 months to 38 years, with the average job tenure of 10.27 years (SD=111.078). As regards to location, 23.3% of the participants worked in library 1, 29.4% in library 2, 27.9% in library 3, and 19.5% in library 4.

**Measures**

*Dependent variable*

Supervisor ratings of overall performance for individual employees were obtained using a five-item scale developed by Ashford and Black (1996), also used in Grant el al. (2009), returning an internal consistency value of .85. The items are introduced with the statement, "Thinking about the overall performance of the person you are rating, please indicate how you would rate

them relative to others in the same/similar jobs on a percentage basis." The items use a 9-point scale anchored at 1 = bottom 10% and 9 = top 10%, include "overall performance" "achievement of work goals" "ability to get along with others" "ability to get the task done on time" "quality of performance".

### Independent variable

Prosocial motivation was measured with a 4-item scale adapted from the self-regulation measures developed by Ryan and Connell (1989). The four items were introduced with the questions: "Why are you motivated to do your work?" The four-item measure was used by Grant (2008a) and returned an internal consistency of .90. Items are scored on a scale ranging from (1) 'strongly disagree' to (7) 'strongly agree'.

### Mediating variable

TPSJC was measured with the 4-item subscale of the 12-item PSJCM developed by Viragos, Leach, and Davis (2017). The TPSJC subscale returned an internal consistency value of .86. The 4-item PSJCM is measured with a 5-point Likert type scale (1-Not at all, 2-Just a little, 3-A moderate amount, 4-Quite a lot, 5-A great deal). The measure is introduced the following way: *Below you can find statements of particular behaviours that are about **the nature of your work tasks and your interaction with others at work.** In the statements **'others'** refer to the colleagues, co-workers, customers, clients, patients, students etc. you daily interact with based on the sector of job employment. Please read each of the statements carefully and indicate that during the last 3 months to what extent have you voluntarily…*
Example items are *"Taken on additional work tasks that benefit others"*, and "Managed your tasks to create opportunities to help others".

### Moderating variable

Opportunities for impact on beneficiaries was measured with three items of the Prosocial Job Characteristics Scale developed by Grant (2008b), one item measuring the magnitude, one item measuring the frequency, and one item measuring the scope of job opportunities for impact on beneficiaries. Items are scored on a scale ranging from (1) 'strongly disagree' to (7) 'strongly agree'.

### Control and demographic variables

Wrzesniewski and Dutton (2001) suggest that the level of *autonomy* at work leads to perceived

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opportunities for job crafting, and in turn influences employees to change the relational and task boundaries of their jobs. Therefore, similarly to other studies on job crafting (e.g., Tims et al., 2013), we controlled for autonomy. Autonomy was measured using a 3-item scale adapted from Bakker, Demerouti, Taris, Schaufeli, & Schreurs (2003). The three-item measure was chosen due to the small number of clear items. The items were measured on a scale ranging from (1) 'never' to (5) 'always'.

Crant (1996:43) describes individuals with *proactive personalities* as ones who "identify opportunities and act on them; they show initiative, take action, and persevere until they bring about meaningful change". We decided to control for proactive personality since based on the definition of the construct, proactive personality may have an influence on the level of TPSJC behaviours. However, the construct of interest in the current research is prosocial motivation. Proactive personality was measured with a 6-item shortened version of the 17-item Proactive Personality Scale (PPS) developed by Bateman and Crant's (1993). The 6-item version was used in a study by Bakker et al., (2012), and returned an internal consistency of .88. The items were measured on a scale from (1) 'strongly disagree' to (5) 'strongly agree'. In addition, the participants were asked about their *age, gender and job tenure* for control purposes.

## RESULTS

### Confirmatory Factor Analysis

The confirmatory factor analysis confirmed the 6-factor solution and returned a good model fit, based on multiple fit indices ($\chi^2$/df =.1472, RMSEA=.043, SRMR=.0500, CFI=.972, TLI=.966). Item 1 and item 5 of the proactive personality scale were deleted due to poor factor loadings.

### Correlation

In the next step, we conducted a partial correlation with all study variables, controlling for the demographic variables of age, gender, and job tenure (see Table 1). Although autonomy and proactive personality were also used as control variables, they were included in the partial correlation to observe their relationship with the other study variables, but most importantly TPSJC. TPSJC had a positive significant relationship with both autonomy (r=.158, p $\leq$.05) and proactive personality (r=.201, p $\leq$.05).

*Table 1*: *Partial correlation matrix with mean, standard deviation, Cronbach's α, AVE and CR values*

| | 1 | 2 | 3 | 4 | 5 | 6 |
|---|---|---|---|---|---|---|
| **1. Autonomy** | - | | | | | |
| **2. Proactive personality** | .037 | - | | | | |
| **3. Prosocial motivation** | .188* | .116 | - | | | |
| **4. Opportunities for impact** | .174* | .172* | .491** | - | | |
| **5. TPSJC** | .158* | .201* | .368** | .394** | - | |
| **6. Supervisor ratings** | .137* | .095 | .170* | .272** | .526** | - |
| **Mean** | 3.54 | 3.01 | 5.80 | 4.87 | 3.32 | 7.90 |
| **Standard Deviation** | .791 | .784 | 1.07 | 1.20 | .778 | 1.02 |
| **Cronbach's α** | .811 | .797 | .896 | .857 | .787 | .934 |
| **AVE** | .619 | .534 | .755 | .669 | .511 | .800 |
| **CR** | .827 | .843 | .902 | .858 | .834 | .969 |

*\*\*p ≤ .001; \* p ≤ .05; Controlling for: age, gender, position, job tenure*

Therefore, in addition to the demographic variables, we found statistical support to control for autonomy and proactive personality in the SEM analysis. All variables displayed satisfactory Cronbach's alpha, AVE and CR values.

**Structural Equation Modelling**

With an SEM approach, we tested five competing models. Following the approach of Lu et al. (2010), first we estimated Model 1 as the baseline research model (figure 1). Model 1 returned an excellent model fit based on multiple fit indices (RMSEA=.038, SRMR=.0458, CFI=.970).

In Model 2 the path from the interaction term (mean centred opportunities for impact\*mean centred prosocial motivation) was constrained to 0, estimating a full mediation model. Model 2 returned a good model fit (RMSEA=.041, SRMR=.0567, CFI=.964) but significantly worse compared to Model 1, based on the chi-square difference test confirmed ($\Delta$ df= 2; $\Delta \chi^2$ =22.487/ df=2; >13.816; p<.001). Therefore, we concluded that Model 1 was superior to Model 2.

Based on the recommendations of Kelloway (1998), we compared Model 1 with a partial mediation model (Model 3) in which we added direct paths from prosocial motivation to supervisor ratings of performance. According to Grant (2008a: 48), "researchers have obtained conflicting results about the role of prosocial motivation in persistence, performance, and productivity". Employees who are motivated in a prosocial way are more likely to push

themselves towards completing their tasks. Prosocially motivated employees are outcome focused and they view the work as contributing to achieving their end goal, which is to benefit others. Some studies supported these views and found that prosocial motivation promotes performance, persistence and productivity through having a sense of commitment to the beneficiaries of one's action and efforts (Grant, 2007), and by enabling dedication to a cause (Thompson & Bunderson, 2003). On the other hand, researchers also found evidence that some forms of prosocial motivation are not significantly related to job performance evaluations (Alonso & Lewis, 2001). Considering some of the findings regarding the positive relationship between prosocial motivation and performance, adding direct paths in Model 3 between prosocial motivation and supervisor ratings could significantly improve the model fit. Although Model 3 displayed slightly improved model fit indices compared to Model 1 (RMSEA=.037, SRMR=.0452, CFI=.971), the chi-square difference test showed that it is not a significantly better model compared to Model 1 ($\Delta$ df= 1; $\Delta \chi^2$ =3.378/ df=1; > 3.841; p<.05). These results suggest that adding a direct path (prosocial motivation to supervisor ratings of performance) did not significantly improve the model fit. According to Morgan and Hunt (1994), the more parsimonious model is the recommended choice when there is no significant improvement between two models. Therefore, in the comparison between Model 1 and Model 3, Model 1 remains the best fitting model as the desired level of explanation is achieved with fewer paths.

To rule out alternative explanations, we tested a rival reverse-effect model (Model 4) in which TPSJC was set to predict prosocial motivation, and prosocial motivation was set to predict supervisor ratings of performance. Conceptually it is possible that the opportunity to craft one's job to fit their individual needs might result in increased prosocial motivation, and hence prosocial motivation could drive the relationship between TPSJC and performance. Moreover, the slight improvement in Model 3 with the added path from prosocial motivation to supervisor ratings indicated that Model 4 could be a viable alternative. Model 4 returned a worse model fit than the previous models based on the model fit indices (RMSEA=.050, SRMR=.0867, CFI=.948), and a much higher chi-squared value ($\chi^2$ =450.377) compared to Model 1 ($\chi^2$ = 375.993), while both models having the same degrees of freedom value (df= 274). Hence, we concluded that Model 2 is the better fitting model.

In the final step, in order to check for robustness (Llorens, Bakker, Schaufeli, & Salanova, 2006), a model without the control variables (Model 5) was tested. A robust model has the ability to effectively perform, even when some of its variables are altered or removed. Hence, it is expected that Model 5 would display a good model fit even when the control

variables are removed. This would indicate that the core study variables are able to return a good model fit to the data. Model 5 returned a great model fit (RMSEA=.050, SRMR=.0867, CFI=.948), and the beta values displayed were similar to the ones of Model 1. Hence, the robustness of the research model was demonstrated. The model fit results of the five models are displayed in Table 2.

***Table 2****: The model fit indices of Models 1-5*

| | $\chi^2$ | df | $\chi^2$/df | RMSEA | SRMR | TLI | CFI |
|---|---|---|---|---|---|---|---|
| **Model 1** | 375.993 | 274 | 1.372 | .038 | .0458 | . 962 | .970 |
| **Model 2** | 398.480 | 276 | 1.444 | .041 | .0567 | . 954 | .964 |
| **Model 3** | 372.615 | 273 | 1.365 | .037 | .0452 | . 963 | .971 |
| **Model 4** | 450.377 | 274 | 1.644 | .050 | .0867 | . 934 | .948 |
| **Model 5** | 138.145 | 96 | 1.439 | .041 | .0432 | . 980 | .984 |

*Model 1: Research model*
*Model 2: Full mediation model (without interaction term)*
*Model 3: Partial mediation model (with added path between prosocial motivation and supervisor ratings of performance)*
*Model 4: Reverse effect model (switching the position of prosocial motivation and TPSJC in the model)*
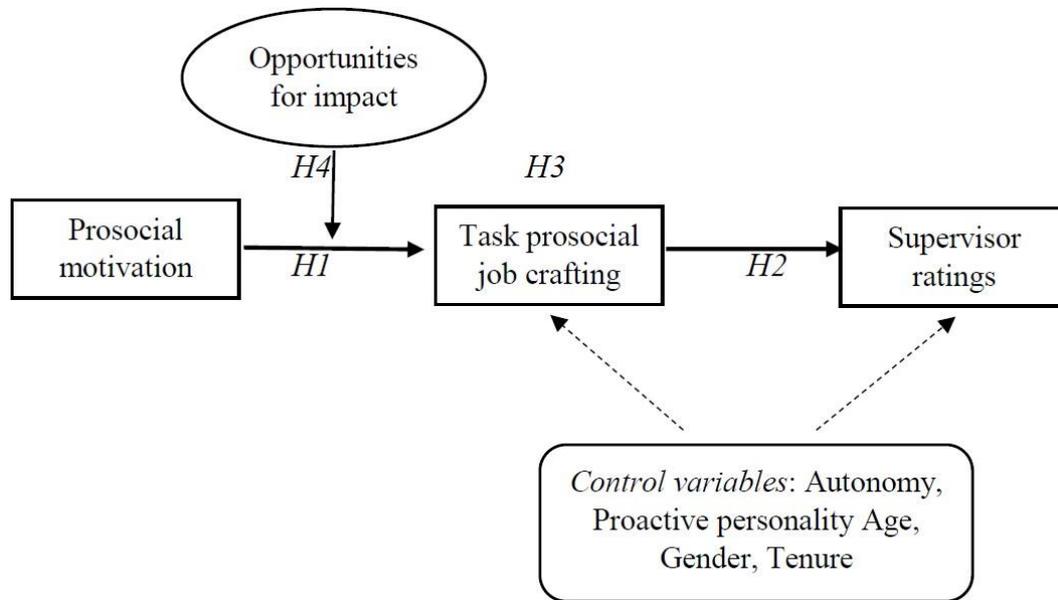*Model 5: Robustness check (model 2 without control variables)*

Although collecting performance data from supervisors reduced the chance of common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), due to all other study variables being self-report, we conducted a test for CMB as part of the analysis. We used a marker variable and conducted a zero-constrained test in order to determine whether the response bias is any different from zero (Podsakoff, MacKenzie, & Podsakoff, 2012). We found that CMB is not a threat for our research model.

**Assessment of hypotheses**

Figure 1 shows the final model (Model 1). This is the best fitting model, thus this was used to test the hypotheses. Based on the findings, all hypotheses were accepted. *Hypothesis 1* states that prosocial motivation is positively associated with TPSJC, and it was verified as the direct effect from prosocial motivation to TPSJC displayed a positive and significant standardized estimate ($\beta$=.253, p<.05).

***Figure 1***: *The Research Model (Model 1)*



*Hypothesis 2* states that TPSJC positively predicts supervisor ratings of performance, and it was accepted as the direct effect from TPSJC to supervisor ratings displayed a large, positive and significant standardized estimate ($\beta$=.625, p<.001). *Hypothesis 3* states that TPSJC mediates the relationship between prosocial motivation and supervisor ratings of performance, and it was verified through bootstrapping to generate confidence intervals. 2000 bootstraps were performed, with a bias corrected interval of 95. This means that if the confidence interval of an indirect effect does not cross zero, we can establish that the indirect effect is statistically significant (Preacher & Hayes, 2008). Based on the results of the indirect effect ($\beta$=.156, upper $\beta$=.280, lower $\beta$=.037, p<.05), it was established that TPSJC mediates the relationship between prosocial motivation and supervisor ratings of performance. Lastly, *hypothesis 4* states that opportunities for impact on beneficiaries moderates the relationship between prosocial motivation and TPSJC. The path from the interaction term returned a positive and significant standardized beta value ($\beta$= .179, p<.05), indicating that opportunities for impact on beneficiaries strengthens the relationship between prosocial motivation and TPSJC.

# GENERAL DISCUSSION AND PRACTICAL IMPLICATIONS

We opened an avenue for future research to investigate more specific job crafting behaviours that might be linked to a distinct intent or motivation. In our empirical study, we examined a model in which we looked at the mediating and predictive power of TPSJC with the outcome of supervisor ratings of overall individual performance. TPSJC is the most salient and explicit form of prosocial job crafting, and hence we theorize that it is the most noticeable by supervisors. We theorize that prosocial motivation fuels TPSJC, which in turn results in higher supervisor ratings of overall performance. Our findings show that TPSJC strongly and positively predicts supervisor ratings, and mediates the relationship between prosocial motivation and supervisor ratings of performance. Therefore, our research adds to existing knowledge and provides more insights into the mechanisms and into specific prosocial and proactive behaviours that are more likely to be rewarded by supervisors. Supervisors are responsible to "facilitate collective goal achievement" (Grant et al., 2009:49), therefore actions that would lead to more efficient task completion due to employees supporting one another, are seen to serve the overall goal.

Our research also showed that prosocial motivation positively and significantly predicted TPSJC, confirming our proposition that this type of job crafting behaviour is prosocially motivated. Thus, prosocial motivation may be a desired trait for employees to possess, and could be considered when recruiting and selecting for certain job roles involving frequent interactions with colleagues and service recipients. Moreover, our results indicate that opportunities for impact strengthens the relationship between prosocial motivation and TPSJC, adding to existing knowledge on the role of the work context in facilitating workplace behaviours.

Considering job design from a prosocial angle (Grant, 2007), the main question is how jobs can enable employees to do good and be high performing at the same time. Our research suggests that prosocial job crafting, and especially prosocial task crafting, can lead to positive outcomes, such as work engagement and improved performance. Hence, it would be beneficial for organizations and supervisors to promote job design that allows prosocial job crafting behaviours and create climates, cultures, norms, processes, and reward systems that encourage prosocial job crafting. As Berg, Dutton, and Wrzesniewski (2008:5) noted, "job crafting is about resourcefulness", and supervisors have a key role in providing these resources that can be used when employees craft their jobs. Resources such as work-related information, feedback, knowledge, experience, training opportunities, and empowerment. Supervisors should be willing and open to share these with their employees, in order to enable them to conduct their

jobs (Wang, Demerouti, & Bakker, 2017), and have the confidence to engage in prosocial crafting behaviours.

**Limitations and future research**

There are some notable limitations to our study. First, the sample size is slightly lower than desired. Second, our study was restricted to one specific organizational context, thus in order to get a broader understanding, it would be valuable to investigate prosocial job crafting in different occupational settings. Third, in the current study, we only looked at one element of prosocial job crafting, hence we recommend that future research examines all three dimensions of the construct. Fourth, our questionnaire did not include additional outcome variables that could have been relevant for providing further understanding of these specific behaviours. In a recent review on prosocial motivations, behaviours, and impact, Bolino and Grant (2016) recommend to consider both the bright and the dark side of being prosocial at work. Hence, we recommend that future research investigated potential negative outcomes of prosocial job crafting.

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