

RESEARCH ARTICLE

Do job crafting opportunities help to win talent? Disentangling and contextualizing the effects of job crafting opportunities on applicant attraction

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Summary

We argue that job crafting opportunities are not only helpful to motivate and enable the existing workforce but that they can also function as a signal to attract talent. With the help of two empirical studies (Study 1 – a conjoint experiment and Study 2 – a vignette study), we show that (a) a signaled opportunity for job crafting helps to attract job seekers; (b) job crafting signals can trigger positive as well as negative expectations of central job demands and resources that inform job acceptance intentions, and; (c) a proactive personality strengthens most of the positive expectations of job crafting signals while buffering adverse effects.

KEYWORDS

applicant attraction, job crafting opportunities, signaling theory

1 | INTRODUCTION

In the war for talent, companies find it increasingly challenging to design and communicate jobs in ways that are attractive to job seekers (Grant & Parker, 2009; Osterman, 2010; Zhang & Parker, 2019). So far, most studies offer a *top-down perspective* on this problem, arguing for specific activities (e.g., creating attractive recruitment material, Tumasjan et al., 2020; Wilden et al., 2010) or job-related features that organizations should provide to attract suitable talent (e.g., offering training and development programs, Harris & Pattie, 2020; Petry et al., 2022). These studies provide essential contributions to our understanding but usually omit one significant aspect in the relationship with prospective job seekers—employees' potential to craft their job.

Employees engage in proactive *bottom-up efforts* to shape their tasks and roles, a behavior known as job crafting (Tims et al., 2016;

Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001). From the respective literature on job crafting, we know that this proactive behavior is prevalent in all jobs and can have a motivational effect on employees engaging in such job crafting activities (Weseler & Niessen, 2016). Organizations, in turn, must decide whether they want to limit or encourage the job crafting behaviors of their employees (Zhang & Parker, 2019) and thus reduce or enhance the opportunities for this bottom-up job crafting behavior (van Wingerden & Niks, 2017). We advance on this notion and argue that organizations can signal these opportunities in recruiting, suggesting that job crafting opportunities might be an important but overlooked feature for attracting applicants. We draw on signaling theory to specifically raise the question of how companies can harness job crafting opportunity signals in their recruiting processes to better attract much sought-after talent. Accordingly, instead of merely focusing on top-down initiatives to attract job seekers, we extend the debate on organizational signals to include bottom-up job crafting opportunities.

It might be tempting and intuitive to think that job seekers perceive job crafting opportunities as attractive. However, the job

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demands resource model (JD-R) paints a more ambivalent picture, where engaging in job crafting could be connected to both resources and demands (Bakker & Demerouti, 2007; Tims et al., 2012). This suggests that job crafting can have both desirable and undesirable effects, which is well reflected in the literature. While job crafting can improve employees' appraisal of their work (Böhnlein & Baum, 2020; Parker et al., 2017; Rudolph et al., 2017; Weseler & Niessen, 2016), it can also lead to stress due to ambiguous work roles and role overload (Berg, Grant, & Johnson, 2010; Dierdorff & Jensen, 2018). This ambivalence indicates that job crafting opportunities provide multiple specific expectations, of which not all are positive. Drawing on fit theories, we further argue that job seekers' perceptions of job crafting opportunities are likely to focus more on the positive or negative aspects depending on their personality (Bakker et al., 2012; Bateman & Crant, 1993). For example, previous studies have found that employees with proactive personalities more readily engage in job crafting (Rudolph et al., 2017; Zhang & Parker, 2019), which could translate into a more positive appraisal of signaled job crafting opportunities in the recruiting context.

Therefore, we investigate (1) if job crafting opportunities are attractive to job seekers, (2) what expectations of relevant job demands and resources such signals might trigger, (3) how an applicant's proactive personality may influence these expectations, and (4) how these expectations relate to subsequent job acceptance intentions. We seek to address these research questions with two empirical studies (Study 1 – a conjoint experiment, and Study 2 – a vignette study) and offer multiple contributions to the job crafting and recruitment literature.

First, we introduce a novel perspective on job crafting by advancing the concept beyond the bottom-up efforts of employees within their work environment to an opportunity space provided and signaled by an organization (Rogiers et al., 2020). In doing this, we extend job crafting to the field of recruitment and show that the signaling of job crafting opportunities can attract talent and stimulate self-selection in applicants. Therefore, job crafting is not only a beneficial employee-level activity but it can also be conceived as a signaled opportunity, instrumental in guiding applicant perceptions and attracting talent.

Second, with the introduction of job crafting opportunity signals, we also contribute to the broader recruitment literature on applicant attraction (Harris & Pattie, 2020). As such, we theorize and empirically demonstrate that attracting prospective employees is not only about the top-down controlled features that an organization may offer (Harris & Pattie, 2020) but also about the perceived opportunity to craft one's job from the bottom up and what job seekers anticipate from this signal. This perspective opens intriguing avenues for recruitment scholars and practitioners because it suggests that allowing for fewer top-down managed activities (e.g., granting opportunities for job crafting) can prove advantageous in attracting talent.

Third, to advance on the former points, we disentangle the underlying mechanisms of job crafting signals that drive applicant attraction. While previous studies on applicant attraction investigated

how various signals feed into the attraction of job seekers, these studies often applied a “generalist” approach without considering the actual expectations that these signals may trigger (Breugh, 2008; Celani & Singh, 2011; Jones et al., 2014; Swider & Steed, 2022). We specifically show how the perception of job crafting opportunities can cause positive and negative expectations, which these expectations are, in part, contingent upon an applicant's proactive personality, and how these expectations feed into subsequent job acceptance intentions. This is particularly informative for the recruiting literature, as the identified mechanisms directly precede applicant attraction and thus may help explain how other recruitment signals affect applicant attraction.

2 | THEORY AND HYPOTHESES

Signaling theory posits that a sender (e.g., an organization) can use signals to project several qualities towards a receiver (e.g., job seekers) who interprets these signals to overcome information asymmetries and make a choice that aligns with their goals (Celani & Singh, 2011; Connelly et al., 2011; M. Spence, 1973). In the applicant attraction context, prospective job seekers try to overcome information asymmetries by interpreting signals from the organization to infer what it would be like to work for the organization (Chapman et al., 2005; Connelly et al., 2011; Ehrhart, 2006; Rynes, 1991; Turban, 2001). Ehrhart and Ziegert (2005) state that these signals are diverse and can be “virtually any characteristic observable to individuals” (p. 904). To understand how a given signal (e.g., job crafting opportunities) is interpreted (Drover et al., 2018; Pernkopf et al., 2021), we require a context-specific literature stream or theory that allows us to identify the mechanisms that emanate from the signal (Ho & Kong, 2015). The JD-R framework is a context-specific theory for job crafting and thus allows us to examine mechanisms that such signals spark in job seekers.

According to the JD-R framework, every occupation is associated with job demands and resources, influencing strain and motivation (Bakker & Demerouti, 2007; Tims et al., 2012). Job resources include measures helping employees to develop and grow (Bakker & Demerouti, 2007; Tims et al., 2012), while job demands are associated with physiological or psychological costs (Tims et al., 2012). Linking this JD-R perspective with signaling theory, job seekers interpret organizational signals in a recruitment setting and make assumptions about the potential job demands and resources they will encounter.

Provided that job seekers differ from one another, it is reasonable to assume that the processing of these signals is contingent upon job seekers' individual-level characteristics (e.g., proactive personality). Fit theories aid our understanding of how job seekers might interpret signals differently. The underlying rationale of person–organization fit is that individuals differ in their emotional and psychological needs that guide their behavior when looking for jobs (Barber, 1998). The perceived fit between an applicant's characteristics and the organization has a positive effect on how job seekers evaluate organizational signals sent and, thus, the overall attractiveness of a job offer

(Barber, 1998; Carless, 2005; Celani & Singh, 2011; Judge & Cable, 1997; Kristof-Brown et al., 2005). As a result, organizational signals are judged more favorably when there is a greater fit between the job seeker and the organization.

2.1 | Job crafting as a relevant signal in recruitment

Job crafting opportunities have the potential to function as important organizational signals in a recruiting context. Signaling theory provides evidence that direct communication, observed practices, and general experiences contribute significantly to job seekers' evaluation of their potential future occupation and working conditions (Cable & Turban, 2003; Jones et al., 2014). However, it is less clear what job seekers anticipate from such employer signals when forming their job acceptance intentions (Wayne & Casper, 2012). We hypothesize that communicating job crafting opportunities provides a relevant signal for job seekers to inform their perceptions about the attractiveness of a job offer. Job crafting can be defined as the self-initiated behaviors of employees to mold and adjust their jobs (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001; Zhang & Parker, 2019). This crafting behavior can be separated into two dominant crafting perspectives: approach crafting, where employees both enrich and expand their job boundaries (e.g., working on tasks beyond their responsibilities), or avoidance crafting, focused on reducing and limiting job boundaries (e.g., refusing to work on projects that lack support) (e.g., Petrou et al., 2012; Tims & Bakker, 2010).

Engaging in job crafting can enhance individuals' well-being (Böhnlein & Baum, 2020), motivation, creativity, and work engagement (Bakker et al., 2012; Demerouti, 2014; Demerouti et al., 2015; Loghmani et al., 2021), but it can also inflict negative consequences such as role stress (Tims et al., 2015). Even though some degree of job crafting is usually present in most work contexts, organizations can provide or restrict the *opportunities* for job crafting. When organizations offer opportunities for job crafting, they grant their employees the possibility to proactively change their tasks and roles (van Wingerden & Niks, 2017; Wrzesniewski & Dutton, 2001).

The signaling of such job crafting opportunities should be relevant not only to the existing workforce but also to job applicants. Applicants are interested in the general working conditions and the specific tasks they must fulfill in the prospective job (Harris & Pattie, 2020; Petry et al., 2022). To an applicant, the perceived opportunity to craft his or her job could trigger expectations of how an organization treats, leads, and empowers its employees (Yu & Davis, 2019) and how self-directed they can be in defining and conducting their job tasks (Wrzesniewski & Dutton, 2001). Within the organization, job crafting opportunities enhance employees' sense of worth and encourage self-expression by allowing them to alter their jobs according to their personal preferences and skills. Further, job crafting opportunities signal a proactive organizational climate (Demerouti & Peeters, 2018). At the same time, job crafting can lead to employees taking on multiple responsibilities, causing stress due to the increased workload and

ambiguous roles. Therefore, signaling job crafting opportunities during recruitment efforts could provide cues on perceived job characteristics that may positively or negatively affect subsequent job acceptance intentions.

While job crafting opportunities likely result in various positive and negative expectations, we expect the positive to outweigh the negative aspects. For our hypothesis, we argue that job seekers are more likely to be attracted to organizations that offer job crafting opportunities because they expect that they can create and shape their work environments to better suit their skills (Ho & Kong, 2015; Yu & Davis, 2019). In addition, job crafting as a bottom-up individualized redesigning of work is likely to meet many demands of today's workforce, resulting in more meaningful jobs with a better individual fit (Tims et al., 2016; Wrzesniewski & Dutton, 2001).

Hypothesis 1. The opportunity to engage in job crafting is positively related to perceived job attractiveness.

2.2 | Mechanisms that explain why job crafting opportunities attract job seekers

We use the JD-R framework in the context of job crafting to identify specific mechanisms that emanate from signaling job crafting opportunities. This way, we argue that signaling job crafting opportunities to job applicants will affect their expectations of relevant job demands and resources that are key to job acceptance: expected organizational treatment (H2a), expected proactive climate (H2b), expected self-expression (H2c), and expected role stress (H2d).

Although we do not deny the existence of other underlying mechanisms linking job crafting opportunities to job acceptance intentions, we focus on these four mediators for two important reasons. First, all four signal-based mechanisms are grounded in the JD-R framework and empirical research at the intersection of job crafters and the respective organization (Bakker & Demerouti, 2007; Demerouti et al., 2001). Job resources include allowing employees to express themselves and encouraging them to work proactively towards their goals (Bakker & Demerouti, 2007; Tims et al., 2012), while job demands entail aspects such as stress and high workload (Tims et al., 2012). In a recruiting context, applicants will evaluate an organization's current and anticipated demands and resources and develop expectations and attitudes towards the employer (Jones et al., 2014; Thompson et al., 2015; Wanous et al., 1992). By theorizing job crafting signals as stimulants of the expectation of relevant job resources and demands, we build on current theoretical perspectives in job crafting research focusing on the influence of job demands and resources on crafting behavior (Tims et al., 2012). By framing job crafting in terms of job demands and resources, we capture various important job characteristics that applicants consider when evaluating a potential job.

Second, previous research suggests that each of the four signal-based mechanisms provides important cues in guiding job acceptance evaluations. For example, meta-analytic findings emphasize the

importance of job characteristics for job choices (Chapman et al., 2005). Specifically, job seekers seem to be particularly attentive to key job characteristics, such as the perceived work-related stress, work climate, and the expected treatment of new employees (Casper & Buffardi, 2004; Jones et al., 2014; Pounder & Merrill, 2001). We focus on the potential benefits and drawbacks of offering job crafting opportunities to provide a more realistic and comprehensive picture of whether job seekers perceive such signals as positive or negative (Kim & Beehr, 2020; Wang et al., 2017).

2.2.1 | Signals about job crafting opportunities that inform expectations of organizational treatment

Offering opportunities to craft one's job will affect applicants' expectations about how the organization will treat its members (Breugh & Starke, 2000). Expected organizational treatment refers to how the organization supports, empowers, or obstructs its employees while executing their jobs (Jones et al., 2014). Offering job crafting opportunities signals that the organization cares about the well-being of its employees and generally supports them in what they professionally do and how they do it (Cheng et al., 2016; Kröll et al., 2021). Moreover, it is also likely to relay information about the working conditions and implies trust in employees to execute their tasks and duties. The underlying mechanism is that, based on these signals, job seekers expect the organization's treatment to be both empowering and supportive in ways that enable them to perform well (Yu & Davis, 2019). Considering that most employees prefer working in supportive environments, this should impact the likelihood of accepting a job offer (Breugh & Starke, 2000). Job seekers are more highly motivated to accept a job offer when they think a company will treat them well (Catanzaro et al., 2010; Zacher et al., 2017). Therefore, we hypothesize:

Hypothesis 2a. Expected organizational treatment mediates the relationship between opportunities to engage in job crafting and increased job acceptance intentions.

2.2.2 | Signals about job crafting opportunities that inform expectations of a proactive climate in the workplace

A proactive climate describes a company's shared perceptions regarding the proactive and continuous search for opportunities, work innovation, and error tolerance (Fay et al., 2004). While job crafting opportunities allow employees to shape their tasks and roles, a proactive climate conveys the organization's overall support of proactive and innovative behavior (Bakker et al., 2012; Crant, 2000). Signaling job crafting opportunities conveys to prospective employees that the organization values an environment where everyone is proactive in designing and executing their work and continuously searches for

opportunities and innovation (Zhang & Parker, 2019). Accordingly, job seekers will attribute a proactive climate to an organization that provides them with opportunities to engage in job crafting.

In turn, applicants will perceive this expected proactive climate as desirable, strengthening their intention to accept a job (Breugh & Starke, 2000; Gomes & Neves, 2011). Job seekers should value organizations that provide a "playground" to discover opportunities where errors are not necessarily sanctioned. Previous research has shown that employees view error-tolerant companies more positively (Frese & Keith, 2015), which is closely linked with a proactive organizational climate. Further, the opportunity to work within proactive teams increases an employee's well-being and task performance, making such a work environment potentially more appealing to job seekers (van Wingerden & Niks, 2017). These arguments lead to the following hypothesis:

Hypothesis 2b. An expected proactive climate mediates the relationship between opportunities to engage in job crafting and increased job acceptance intentions.

2.2.3 | Signals about job crafting opportunities that inform expectations of opportunities for authentic self-expression

Offering job crafting opportunities also signals that an organization allows for and encourages authentic self-expression in the work environment. Authentic self-expression reveals the true inner self to the external world and permits an employee to experience self-fulfillment and meaningfulness while achieving work-related hopes and aspirations (Cable et al., 2013; Strauss et al., 2012). Job crafting opportunities signal that an organization values its employees as unique individuals and not just as interchangeable parts of the workforce. When applicants are provided with opportunities for self-initiated shifts in their work, they can infuse their jobs with their true and authentic best selves (Berg et al., 2013).

Individuals have an inherent tendency to expand and enhance their social identities and change their jobs to allow the expression of their true inner selves (Banks et al., 2016; Berg, Grant, & Johnson, 2010). They are thus more attracted to organizations that provide them with opportunities to do so as part of their work (Banks et al., 2016; Berg, Grant, & Johnson, 2010). Especially in the recruiting context, the anticipation of opportunities for self-expression is relevant, as the tension between self-expression and organizational control is an essential consideration for new employees (Cable et al., 2013). Consequently, the expectation of job seekers that an organization appreciates the individual and offers opportunities for self-expression should positively inform their job acceptance intentions. Hence, we hypothesize:

Hypothesis 2c. Expected self-expression mediates the relationship between opportunities to engage in job crafting and increased job acceptance intentions.

2.2.4 | Signals about job crafting opportunities that inform expectations of role stress

The signaling of job crafting opportunities may not only trigger positive expectations but can also lead to negative expectations, such as an increased perception of potential role stress that could reduce applicant attraction (Tims et al., 2015). Stressful expectations can arise when role descriptions are perceived as too ambiguous to clearly infer the expected work responsibilities and level of burden (Rizzo et al., 1970). For instance, Bolino, Turnley, et al. (2010) argue that employees can feel burdened and stressed by the expectation to be proactive. Therefore, role ambiguity and role overload are two stressors particularly salient to applicants in the recruiting context and potentially intersect with the signaling of job crafting opportunities. While role ambiguity can arise from unclear task requirements, role overload can manifest in individuals if they have to fulfill various overlapping responsibilities and roles (Kaupilla, 2014; Rizzo et al., 1970).

Job crafting signals can be construed as harbingers of role stress that cause anxiety in job seekers about whether they will be able to perform well in light of their uncertain future responsibilities and roles (Lapointe et al., 2014; V. D. Miller & Jablin, 1991; Saks & Ashforth, 2000). Role stress resulting from demands which hinder job performance has been found to negatively impact employees by reducing their motivation and commitment (Crawford et al., 2010; Lepine et al., 2005). Taken together, it is reasonable to assume that if job seekers anticipate potential role stress from perceived job crafting signals (i.e., role ambiguity and role overload), it will negatively affect their likelihood of accepting a job offer (Breugh & Starke, 2000; Carless & Imber, 2007). Therefore, we argue:

Hypothesis 2d. Expected role stress mediates the relationship between opportunities to engage in job crafting and decreased job acceptance intentions.

2.3 | The moderating role of proactive personality

According to person–organization fit literature, individual traits define how certain signals are perceived and elaborated in recruitment (Carless, 2005; Celani & Singh, 2011). The proactive personality of job seekers is likely to influence how they perceive and interpret signaled job crafting opportunities (Rudolph et al., 2017; Zhang & Parker, 2019). Individuals with proactive personalities have a dispositional tendency to take the initiative to induce change in various situations (Bakker et al., 2012; Parker & Sprigg, 1999). For example, proactive employees intentionally engage in self-initiated behaviors to adapt their job demands and resources to achieve desirable outcomes (Wrzesniewski & Dutton, 2001; Zhang & Parker, 2019). In addition, employees with proactive personalities can draw on more personal resources to manage the increasing demands of today's workplace (Bolino, Valcea, & Harvey, 2010), making them more capable of actively crafting their jobs. We advance the influence of individuals'

interpretation of recruiting signals by drawing on fit theories to argue that job seekers' proactive personality acts as a central boundary condition that strengthens or weakens their response to what they expect from signaled job crafting opportunities. As such, a proactive personality should moderate how job crafting opportunities feed into the expectations articulated above (i.e., expected treatment, expected proactive climate, expected self-expression, and expected role stress). Specifically, we hypothesize that signaling job crafting opportunities to job seekers with a proactive personality will enhance their positive expectations related to organizational treatment, proactive climate, and opportunities for self-expression while buffering the negative effect of job crafting on expected role stress.

We expect that job seekers with a proactive personality are more likely to interpret job crafting signals as signs of favorable organizational treatment (Bakker et al., 2012; Crant, 2000). For example, proactive individuals actively demand organizational support through feedback and additional resources (Bakker et al., 2012) and would pay more attention to whether prospective employers would provide them with that. Further, highly proactive individuals continuously search for and anticipate future opportunities (Frese & Fay, 2001). Organizations that offer job crafting opportunities provide a larger opportunity space, which proactive employees can use particularly well. Accordingly, job seekers with a proactive personality are likely to perceive that an organization that offers job crafting opportunities would treat them well.

Job seekers with a proactive personality are also more likely to interpret job crafting opportunities as a signal of a proactive organizational climate than those with a less pronounced proactive personality. Job crafting signals offer the opportunity to design a job according to one's own preferences, thus enhancing potential opportunities (Wrzesniewski & Dutton, 2001; Zhang & Parker, 2019). Given the challenge orientation of proactive job seekers, it is likely that they will easily connect the signaled opportunity to craft their job with an enhanced opportunity space. In contrast, less proactive job seekers will not necessarily make this association. Proactive job seekers will also assume that the organization expects them to fill the provided opportunity space, which aligns with the opportunity orientation of a proactive organizational climate, while less proactive individuals are less likely to respond to these opportunities. Thus, the expectation of a proactive organizational climate when receiving job crafting signals is particularly reinforced among proactive individuals (Tims & Bakker, 2010).

Similarly, proactive job seekers will pay particular attention to signals in the recruiting context that indicate the possibility for self-expression. Job seekers with a high level of proactivity value shaping their own future and engaging in self-directed behavior that enables them to express their true selves, while less proactive individuals place less value on such opportunities (Frese & Fay, 2001; Thomas et al., 2010). Therefore, job seekers with more proactive personalities focus on finding positions that fit their needs, allow them to use their strengths (Ho & Kong, 2015; Tims & Bakker, 2010), and pursue their aspired work self (Strauss et al., 2012). Consequently, we expect job seekers with proactive personalities to more readily anticipate

opportunities for authentic self-expression from signaled job crafting opportunities.

Job seekers with stronger proactive personalities are better equipped to deal with difficult situations, extensive workloads, and role stress because they are very challenge-oriented, goal-driven, and confident in their efforts to achieve success (Crant, 2000; Parker et al., 2010; Tolentino et al., 2014). Drawing on this notion, we expect that job seekers with more proactive personalities are better able to anticipate and adapt to change (Frese & Fay, 2001) and have better means to cope with expected role stress that may emanate from the signaling of job crafting opportunities. Solberg and Wong (2016) show that highly adaptive employees tend to engage in job crafting behaviors to better cope with stressful situations. Furthermore, proactive employees are resourceful and like to exercise control over their jobs (Bakker et al., 2012; Parker & Sprigg, 1999; Sekiguchi et al., 2017). Accordingly, job seekers with proactive personalities should anticipate role stressors such as role ambiguity and role overload from signaled job crafting opportunities to a lesser extent, or not at all, than applicants with less proactive personalities who are likely to perceive the negative aspects more strongly. Therefore, we argue that a proactive personality will buffer the negative expectations of signaled job crafting opportunities, while less proactive job seekers will perceive role stressors such as role ambiguity and role overload more strongly.

Hypothesis 3. Proactive personality moderates the effect of the opportunity to engage in job crafting on (a) expected organizational treatment, (b) expected proactive climate, and (c) expected self-expression, such that the effect is stronger for job seekers with a more proactive personality and (d) moderates the effect of job crafting opportunities on expected role stress, such that the effect is weaker for job seekers with more proactive personalities.

3 | METHODOLOGY

We use a conjoint experiment (Study 1) and an experimental vignette study (Study 2) to test our hypotheses. In Study 1, we use a metric conjoint experiment to capture the relative importance of job crafting signals in informing the job attractiveness perceptions of job seekers. To achieve this, we manipulate the signaled opportunity to engage in approach- and avoidance-based job crafting vis-a-vis other relevant job characteristics (attractive tasks, career development, and professional development).

After establishing the effect of job crafting opportunities on job attractiveness perceptions, we evaluate potential mechanisms that link job crafting signals to job acceptance intentions. In Study 2, we employ an experimental vignette study to investigate whether job crafting signals trigger expectations of specific job demands and resources (the expected treatment, proactive climate, authentic self-expression, and role stress) that mediate the relationship between offered job crafting opportunities and the intention to accept a job

offer. Further, we investigate whether a proactive personality strengthens or weakens these expectations. We conducted all analyses in R. All code is available upon request.

4 | STUDY 1

4.1 | Experimental design and sampling

Conjoint experiments are a popular research design to probe individuals' decision-making processes (Karren & Barringer, 2002; Lohrke et al., 2010). Conjoint studies hold context factors constant and manipulate relevant decision-making attributes to evaluate their relative importance in the decision outcome (Green & Srinivasan, 1978). In this study, we tasked job seekers with rating the perceived attractiveness of various hypothetical job descriptions, which differ along five important job characteristics: attractive tasks, opportunities for career development, professional development opportunities, approach crafting opportunities, and avoidance crafting opportunities. To design our study, we followed existing guidelines (Aiman-Smith et al., 2002; Karren & Barringer, 2002; Shepherd & Zacharakis, 2018).

We asked the participants to imagine that they were currently looking for a job and compiled a list of various interesting job vacancies. The list provides an overview of the five job characteristics we manipulated for each vacancy at two levels: few and many—all other factors are assumed to be equal. This procedure results in $2^5 = 32$ possible job profiles. We employed an orthogonal fractional design to rule out multicollinearity between the job characteristics and to reduce the number of profiles to eight (Hahn & Shapiro, 1966). We replicated all eight job profiles to control for reliability in response behavior, resulting in 16 decision profiles overall. To control for ordering effects, we randomized the order of the job cards for each participant and the order of the five job characteristics on each job card. We consulted with three job seekers and one recruiter to ensure that the scenario and the presentation of the job characteristics were realistic and refined our study according to their feedback. Then, we pretested our instrument with 62 students from a medium-sized German university, suggesting that the manipulations worked as intended.

We obtained a sample of white-collar job seekers via a panel provider (Cint) for our study. Since the literature indicates that job crafting is a potentially helpful strategy for almost all employees, we decided not to employ additional constraints such as filtering for specific business branches or occupational groups (Berg, Wrzesniewski, & Dutton, 2010; Wrzesniewski & Dutton, 2001). We collected 131 complete responses, and after controlling for carelessness, 96 respondents remained.¹ This sample size should lend us sufficient estimation power and robust results (Scherbaum & Ferreter, 2009). Our sample consists of 53 female respondents, and on average, the participants are 43 years old ($SD = 12.6$ years) and can draw on 19 years of work experience ($SD = 13$ years). Given these characteristics, we deem the sample eligible for our context.

¹Table 1 in Online Supporting information A provides an overview of the filtering procedure.

4.2 | Measures

4.2.1 | Independent and manipulated control variables in the conjoint profiles (Level 1)

We use two independent (approach and avoidance crafting) and three manipulated controls to obtain a valid estimate of the relative importance of job crafting for applicant attraction. We developed the attributes of approach and avoidance crafting based on Zhang and Parker (2019) and compared them with three other well-established factors from the recruitment literature: attractive tasks, opportunities for career development, and professional development opportunities. These variables have shown a significant effect in previous recruitment studies (Baum & Kabst, 2013; Boswell et al., 2003; Chapman et al., 2005). These variables can be manipulated by the organization and are reasonably related to the provision of job crafting opportunities but can still vary independently of each other. All manipulations are based on the constructs' respective theoretical definitions. Appendix A provides two sample profiles showing all conditions.

4.2.2 | Dependent variable

In conjoint studies, the dependent variable is typically measured with a single item (J. S. Miller & Wiseman, 2001; J. R. Spence & Keeping, 2010). We used the item “how attractive is this job to you?” using a 7-point Likert-type scale anchored at 1 = “not at all attractive” and 7 = “very attractive” to measure the perceived attractiveness of a job.

4.2.3 | Measured individual-level moderator and control variables (Level 2)

To measure our hypothesized moderator, we drew on the shortened 10-item “proactive personality” scale ($\alpha = .82$) developed by Seibert et al. (1999) based on Bateman and Crant (1993). To control for the robustness of our findings, we include fear of negative evaluation and self-efficacy. A fear of negative evaluation can inhibit individuals in

their exploration because they are afraid of doing something wrong and thus act as a counterpart to proactive personality. We controlled for self-efficacy because it is conceptually close to proactive personality and is frequently considered in the job crafting literature (Niessen et al., 2016). We operationalized the fear of negative evaluation with an adapted four-item scale (Leary, 1983) ($\alpha = .93$). Self-efficacy was measured with a five-item scale adapted from Schwarzer et al. (1997) ($\alpha = .76$). All items used a Likert-type scale anchored at 1 = “strongly disagree” and 5 = “strongly agree”. A confirmatory factor analysis on these three constructs showed an acceptable fit (RMSEA = 0.07; CFI = 0.90; SRMR = 0.079). In addition, we controlled for gender (0 = male; 1 = female), age, and work experience (both in years) because previous studies have shown that these demographics can play a role. For example, Bipp and Demerouti (2015) observed that older employees report fewer job crafting activities. Akkermans and Tims (2017) observed that women score lower on job crafting. Niessen et al. (2016) argued that more experienced employees might have more realistic expectations about job crafting activities.

4.3 | Study 1: results

Each of the 96 participants provided 16 decisions (eight initial and eight replication responses), resulting in 1536 observations and an acceptable test-retest reliability of 0.72. We use two-way cluster robust standard errors to account for the data structure (two rounds of data collection nested within respondents). Table 1 provides the means, SDs, and correlations for all level 2 variables and the dependent variable (the correlations of the manipulated level 1 variables are zero per design), and Table 2 presents the results of our analysis. Our full model explains 39% (adjusted R^2) of the observed variance in decisions, suggesting that our overall model accounts for a significant and relevant share of variation in the dependent variable.

Our results support Hypothesis 1 and show that approach ($\beta = 0.22, p < .001$) and avoidance crafting ($\beta = 0.25, p < .001$) are positively and significantly related to job attractiveness. While attractive tasks have the strongest effect on perceived job attractiveness ($\beta = 0.41, p < .001$), job crafting opportunities seem comparable to

TABLE 1 Study 1: Means, standard deviations, and correlations.

	Mean	SD	1	2	3	4	5	6
1. Job attractiveness	3.81	1.62						
2. Proactive personality	3.41	0.57	.05					
3. Self-efficacy	3.58	0.67	.01	.78**				
4. Fear of negative evaluation	3.10	1.15	.07**	-.35**	-.39**			
5. Age	42.64	12.62	-.06*	-.03	.04	-.42**		
6. Work experience	19.10	13.00	-.08**	.06*	.13**	-.40**	.88**	
7. Gender	0.55	0.50	-.04	.05*	-.01	.14**	-.27**	-.20**

Notes: We only report correlations between Level 2 variables and the dependent variable because all Level 1 correlations are zero by design in metric conjoint studies employing an orthogonal design.

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

TABLE 2 Study 1: Regression results on perceived job attractiveness.

Estimation	Controls			Main effects			Moderation		
	B (β)	SE	p-value	B (β)	SE	p-value	B (β)	SE	p-value
<i>Predictors</i>									
Attractive tasks				1.31 (0.41)***	0.111	.000	1.31 (0.41)***	0.111	.000
Career opportunities				0.74 (0.23)***	0.091	.000	0.74 (0.23)***	0.091	.000
Avoidance crafting				0.81 (0.25)***	0.061	.000	0.8 (0.25)***	0.061	.000
Approach crafting				0.70 (0.22)***	0.077	.000	0.71 (0.22)***	0.078	.000
Professional development				0.67 (0.21)***	0.040	.000	0.67 (0.21)***	0.041	.000
<i>Controls</i>									
Fear of negative evaluation	0.10 (0.07) [†]	0.060	.098	0.67 (0.21) [†]	0.060	.098	0.11 (0.08) [†]	0.059	.053
Self-efficacy	0.12 (0.05)	0.090	.195	0.1 (0.07)	0.091	.196	−0.09 (−0.04)	0.100	.393
Age	0.01 (0.06)	0.007	.289	0.12 (0.05)	0.007	.290	0.01 (0.06)	0.007	.233
Gender	−0.19 (−0.06) [†]	0.105	.068	0.01 (0.06) [†]	0.106	.068	−0.21 (−0.07)*	0.106	.043
Work experience	−0.02 (−0.12)**	0.006	.005	−0.19 (−0.06)**	0.006	.005	−0.02 (−0.12)**	0.005	.005
<i>Moderation</i>									
Proactive personality							0.2 (0.11)*	0.089	.025
Avoidance crafting x proactive personality							−0.08 (−0.05)	0.074	.257
Approach crafting x proactive personality							0.08 (0.05)*	0.033	.013
R ²	0.014			0.385			0.392		
Adjusted R ²	0.011			0.381			0.386		

Note: Decisions = 1536; respondents = 96; B = unstandardized regression coefficients; β = standardized regression coefficients; SE = cluster robust standard errors. x = denotes interaction terms.

*** $p < .001$, ** $p < .01$, * $p < .05$, and [†] $p < .10$.

professional development opportunities ($\beta = 0.21$, $p < .001$) and opportunities for career development ($\beta = 0.23$, $p < .001$). Our findings suggest that job seekers perceive job crafting opportunities as favorable in informing their job attractiveness assessments. In sum, the influence of signaling job crafting opportunities seems to be on par with two other often-used and practically relevant job features. These findings establish the attractiveness of job crafting opportunities in the recruiting context and lay the foundation for Study 2.

In addition, job seekers with stronger proactive personalities perceive approach crafting opportunities more positively than those with less proactive personalities ($\beta = 0.08$, $p = .013$). This moderator effect does not seem to apply to avoidance crafting opportunities ($\beta = -0.08$, $p = .257$). This observation provides initial evidence of the contingency effect of proactive personality, which we specifically test for (alongside the mediating mechanisms) in Study 2.

5 | STUDY 2

5.1 | Experimental design and sampling

Vignette studies allow researchers to manipulate central variables while maintaining contextual realism to obtain findings with good internal validity that are free of retrospective bias (Aguinis &

Bradley, 2014; Breugh & Starke, 2000; Finch, 1987). We developed a scenario in which a job seeker completed an assessment of an interesting job and was invited to a second job interview. In that meeting, the applicant becomes better acquainted with the team leader, receives a more detailed explanation of the job, and is taken on a department tour to meet colleagues. In this stage, we manipulated three variables in high/low conditions: proposed job crafting opportunities (the independent variable), collegial support, and psychological job demands (controls) while holding other relevant job information constant (Collins, 2007). Collegial support and psychological job demands are job characteristics that a job seeker is likely to perceive in any realistic job preview and may thus have a not neglectable effect on the decision to accept a job. This procedure resulted in eight vignettes comparable in length and content (Highhouse, 2009; Niessen et al., 2016; van Wingerden & Niks, 2017; Wrzesniewski & Dutton, 2001). We presented our vignettes to three recruiters and one manager and used their feedback to enhance the clarity and authenticity of our scenarios. Further, we pre-tested our vignettes with 126 students from a medium-sized German university, suggesting that the manipulations are distinctly related to their respective manipulation checks and that all high/low conditions are significantly different. Two sample vignettes are presented in Appendix B.

We collected the data for Study 2 via two panel providers (Cint and Kantar). To ensure that potential study participants could relate

well to our hypothetical recruiting situation, we limited the scope to white-collar workers with at least 5 years of work experience. We collected 1199 completed responses, and after controlling for carelessness, 669 respondents remained.² Among these respondents, 46.81% are female, and 55.9% are open to job offers. While the remaining participants are not open to job offers, they should have enough professional experience to situate themselves well in such a recruiting situation. Respondents are, on average, 48 years old ($SD = 10.75$) with a work experience of 23 years ($SD = 11.73$). Considering these characteristics, we deem the sample eligible for our study.

5.2 | Measures

All items used a Likert-type scale anchored at 1 = “strongly disagree” and 5 = “strongly agree” unless otherwise indicated. The items and factor loadings of all variables are provided in Appendix C.

5.2.1 | Independent variable: job crafting manipulation

We drew on the conceptualization of Zhang and Parker (2019) in the design of our job crafting manipulation. First, the team leader explains whether self-initiated crafting behaviors are permitted and encouraged or not. Then, the team leader contextualizes this statement with a follow-up explanation for how this condition helps employees perform well. Third, the applicant asks for a brief elaboration of what this means in the everyday work experience. The team leader responds by providing three condition-specific examples of how co-workers behave in their jobs. Employing this procedure allows us to better separate job crafting opportunities from related constructs such as autonomy, that is, by emphasizing specific job crafting actions (expanding or limiting boundaries) instead of just providing an environment allowing for change (Zhang & Parker, 2019).

5.2.2 | Dependent variable: job acceptance intentions

We measured the intention to accept a job offer with a single item using a 7-point Likert-type scale anchored at 1 = “strongly disagree” and 7 = “strongly agree”, asking the participants how likely it was that they would accept the job offer.

5.2.3 | Mediators and moderator variable

The signaling of job crafting opportunities could trigger positive and negative expectations. Following Jones et al. (2014), we measure the

expected organizational treatment using a five-item scale ($\alpha = .95$). The expected proactive climate encompasses self-starting behaviors, innovation, and error learning and, thus, might fit well with what job seekers could anticipate from perceived job crafting signals. We measured the expected proactive climate using the three-item scale of Fay et al. (2004) ($\alpha = .84$). To capture whether applicants anticipate the opportunity to express themselves from signaled job crafting opportunities, we adapted four items of Cable et al.'s (2013) six-item authentic self-expression scale ($\alpha = .92$). While various role stressors are discussed in the literature, the impressions in a job interview are strongly guided by role and task descriptions and other brief observations. Therefore, we capture role stress as a composite of the perceived role ambiguity and role overload (Chang & Hancock, 2003). To measure role ambiguity, we slightly adapted the six-item scale of Rizzo et al. (1970). Due to poor factor loading, we had to drop one item (see Appendix C). Role overload was measured using the three-item scale of Bolino and Turnley (2005) ($\alpha = .83$). We used Parker's (1998) shortened six-item version of Bateman and Crant's (1993) proactive personality scale ($\alpha = .83$) to assess the moderating effect of proactive personality. This scale was designed to assess the personal disposition of individuals towards self-directed, proactive behavior.

5.2.4 | Controls

To manipulate perceived collegial support, we created a situation in which the team leader must take an unexpected call and encourages the applicant to approach and converse with colleagues in the meantime. The difference between the high and low conditions is how forthcoming and friendly the colleagues appear. To manipulate psychological job demands, the team leader tells the applicant that the job is more or less demanding, referring to the frequency of stressful phases and the average workload. We use both in a post hoc analysis to control for the robustness of our job crafting findings and to increase the ecological validity of our vignettes. We also included additional (measured) control variables that may affect our central variables. To ensure that job crafting is distinct from autonomy in respondents' perceptions, we specifically controlled for autonomy by including it as an additional mediator that applicants are likely to anticipate from signaled job crafting opportunities (Zhang & Parker, 2019). To measure autonomy, we adapted the three-item scale of Spreitzer (1995), a subscale of the broader empowerment scale ($\alpha = .95$). We also controlled for self-efficacy using five items adapted from Schwarzer et al. (1997) ($\alpha = .85$). To account for potential influential factors on the respondent level, we controlled for gender (0 = female; 1 = male), age, and work experience (both in years). See Study 1 for an explanation of why we control for these variables. We also consider whether the respondent is open to job offers (0 = no; 1 = yes) and if the participant holds a university degree (0 = no; 1 = yes) because it is conceivable that applicants with a higher educational level place greater value on job crafting opportunities or might be more likely to expect these.

²Table 2 in Online Supporting Information A provides an overview of the filtering procedure.

5.2.5 | Manipulation checks

To test our job crafting manipulation, we adapted three items on task crafting from Niessen et al. (2016) and added two additional items based on the suggestions of Zhang and Parker (2019): “I could actively seek out job tasks in which I can learn new things” and “I would have many opportunities to pursue new activities and acquire new resources” ($\alpha = .89$). Next, to account for our manipulation of perceived social support, we used two items of the four-item co-worker support scale of van Yperen and Hagedoorn (2003) ($\alpha = .92$). Last, we adapted three items from van Yperen and Hagedoorn’s (2003) 10-item psychological job demands instrument ($\alpha = .95$).

5.3 | Study 2: results

Online supporting information B shows that respondents are uniformly distributed across the vignettes and that the manipulation checks worked well. Table 3 shows the means, SDs, and correlations of all included variables. Three correlations are above $r = 0.70$, and six are close to this value. This could indicate conceptual overlap and multicollinearity between our constructs. We do three things to check for these potential problems. First, expected treatment, autonomy, and proactive climate have a variance inflation factor slightly above the common threshold of 3, which indicates only minor conceptual overlaps. Second, we employed the two-stage discriminant validity procedure of Rönkkö and Cho (2022) to assess whether these overlaps threaten the validity of our study. In the first stage, a CFA with all relevant scales is estimated, and the 95% confidence intervals of all factor correlations are extracted (unconstrained model). The second stage is a sequential procedure in which the items of factor pairs whose upper bound correlation is $\rho \geq 0.80$ are constrained, one pair at a time, to load on a single factor (constrained model). A likelihood ratio test is then employed to determine whether the chi-square difference between the constrained and unconstrained models is significant. The tests show that despite relatively high correlations, the factors are all significantly different from one another. In addition, we also employ a lasso regression approach to evaluate how these conceptual overlaps might affect the regression weights of our estimates. A Lasso regression regularizes multicollinearity among predictors by shrinking their magnitude by their extent of multicollinearity (Harrell, 2001; Tibshirani, 1996). In line with the previous test, the differences in the regression coefficients are relatively slight and only affect the second decimal. The full results of these checks are provided in an online supporting information C, and we conclude that multicollinearity is not a major threat to this study.

We used structural equation modeling (SEM) with mean and variance-adjusted weighted least squares estimation to test our latent moderated-mediation model (Cortina et al., 2021; Marsh et al., 2004). We standardized all variables except dummy coded variables (0/1) and the dependent variable. Due to our experimental setting in which we manipulated the independent variable, reverse causality is not a major issue.

5.3.1 | Structural equation modeling

For brevity, we do not include the estimates of the additional control variables in the following result tables but provide the full tables in an online supporting information D. Figure 1 depicts a mediation and our proposed moderated-mediation model with standardized regression coefficients. The results of our moderated-mediation model are shown in Table 4, and the model has an acceptable fit ($\chi^2 = 1289.12$; $df = 535$; p -value $< .001$; TLI = 0.97; CFI = 0.98; SRMR = 0.053; RMSEA = 0.046; $R^2 = 0.59$). We provide detailed results of the mediation model ($\chi^2 = 950.28$; $df = 212$; p -value $< .001$; TLI = 0.97; CFI = 0.98; SRMR = 0.065; RMSEA = 0.076; $R^2 = 0.58$) in Table S1 in an online supporting information D.

First, we find that job crafting signals have no significant direct effect on job acceptance intentions ($\beta = 0.02$; $p = 0.653$). Turning to our considered mediators, we observe that job crafting signals positively affect expected organizational treatment ($\beta = 0.17$; $p < .001$), proactive climate ($\beta = 0.54$; $p < 0.001$), self-expression ($\beta = 0.42$; $p < .001$), and role stress ($\beta = 0.27$; $p < .001$). However, not all mechanisms are significantly related to job acceptance intentions. While expected organizational treatment ($\beta = 0.20$; $p = .027$) and self-expression ($\beta = 0.42$; $p < .001$) enhance job acceptance intentions, expected role stress ($\beta = -0.20$; $p = .005$) has a negative effect, and expected proactive climate has no significant relationship ($\beta = 0.13$; $p = .478$). Thus, Hypotheses 2a, 2c, and 2d are supported, but we must reject Hypothesis 2b. In sum, job crafting signals have a significant indirect effect on job acceptance intentions ($\beta = 0.21$; $p < .001$). Considering our control mechanism, we observe that job crafting signals have a positive effect on perceived autonomy ($\beta = 0.72$; $p < .001$), but autonomy seems to be unrelated to job acceptance intentions ($\beta = -0.01$; $p = .881$). Among the additional control variables, applicant age, gender, openness to job offers, self-efficacy, and education are unrelated to job acceptance. Only the working experience of applicants has a negative effect on this intention ($\beta = -0.11$; $p = .019$).

Turning to our moderator hypotheses, we find that a proactive personality strengthens the positive effect job crafting signals have on expected organizational treatment ($\beta = 0.16$; $p < .001$) and self-expression ($\beta = 0.19$; $p < .001$) and that a proactive personality appears to mitigate the positive effect on role stress ($\beta = -0.20$; $p < .001$). However, a proactive personality does not moderate the relationship between job crafting and proactive climate ($\beta = 0.06$; $p = .171$). Hence, we find support for Hypotheses 3a, 3c, and 3d but not for 3b. Simple slope plots for the three significant interactions are given in Figures 2–4. Job seekers with a proactive personality anticipate a higher level of treatment and greater opportunities for self-expression from job crafting signals than job seekers with less proactive personalities. Similarly, job crafting signals lead to the perception of less role stress in job seekers with more proactive personalities, whereas job seekers with less proactive personalities anticipate more role stress from job crafting signals.

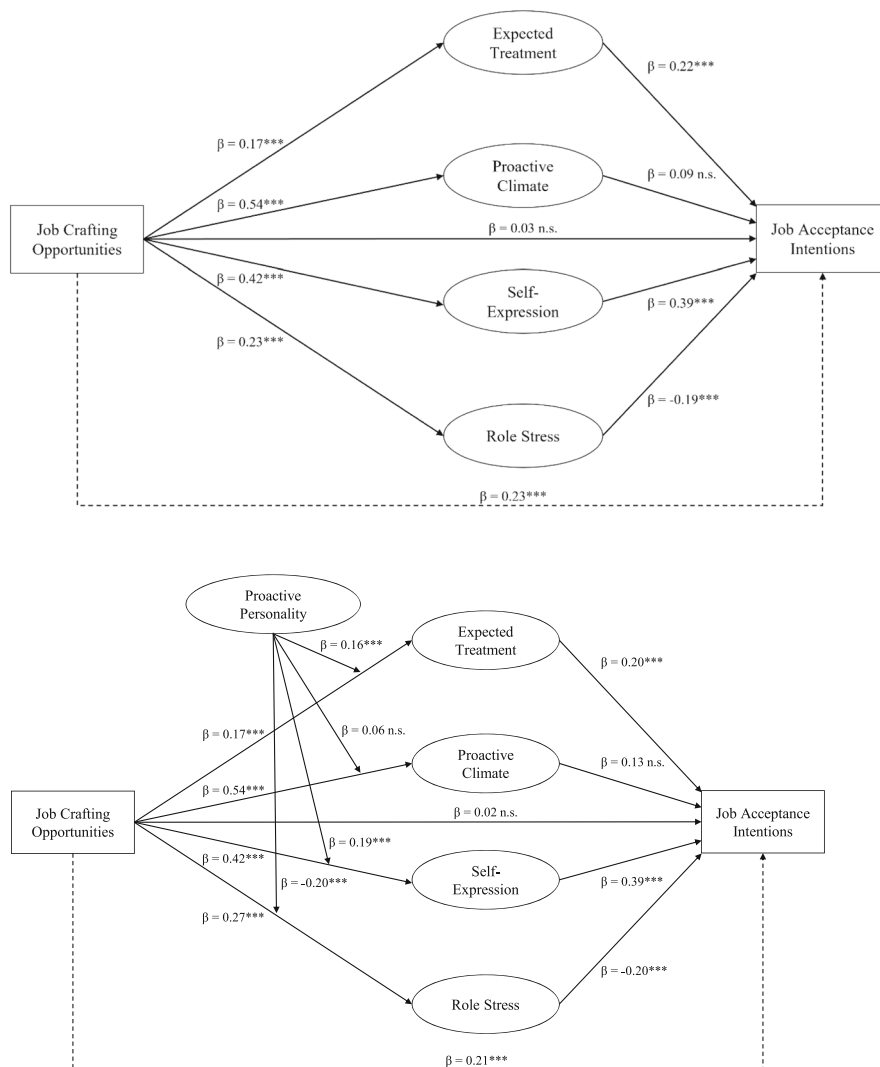
TABLE 3 Study 2: Means, standard deviations, and correlations.

Variable	Mean	S.D.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Job crafting	0.49	0.50	(2.22)															
2. Collegial support	0.53	0.50	-.02	(1.20)														
3. Psychological job demands	0.54	0.50	.00	-.05	(1.32)													
4. Autonomy	3.01	1.35	.71**	-.02	-.05	(3.72)												
5. Expected treatment	3.54	0.86	.16**	.32**	-.21**	.41**	(3.20)											
6. Role stress	2.58	0.76	.29**	-.16**	.45**	.14**	-.48**	(2.14)										
7. Proactive climate	3.15	1.02	.47**	.22**	-.06	.71**	.68**	-.10*	(3.78)									
8. Self-expression	3.11	1.06	.40**	.16**	-.16**	.65**	.68**	-.24**	.74**	(2.98)								
9. Proactive personality	3.78	0.62	.02	.04	.00	.16**	.26**	-.17**	.27**	.23**	(1.72)							
10. Job acceptance	3.84	1.88	.23**	.25**	-.21**	.44**	.65**	-.37**	.58**	.67**	.15**	-						
11. Self-efficacy	3.91	0.59	-.02	.08	-.01	.11**	.28**	-.20**	.20**	.17**	.62**	.15**	(1.73)					
12. Age	48.24	10.75	.00	.02	.01	-.06	-.05	-.00	-.09*	-.07	.00	-.13**	.07	(2.42)				
13. Gender	0.53	0.50	.01	-.06	-.02	.04	.02	-.04	-.01	.05	.01	.05	.12**	.10*	(1.06)			
14. Work experience	23.22	11.73	-.04	.00	.01	-.08*	-.07	-.01	-.13**	-.10*	-.02	-.19**	.06	.75**	.06	(2.40)		
15. Open for job offers	0.57	0.50	.05	.02	.01	.11**	.08*	.06	.12**	.09*	.14**	.16**	.08*	-.35**	0.57	0.50	(1.20)	
16. Education	0.33	0.47	.00	-.01	-.03	-.03	-.06	.02	-.11**	-.06	.03	.00	.03	.04	.14**	-.06	.03	(1.08)

Notes: Variance inflation factors are shown in brackets on the diagonal.

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

FIGURE 1 Study 2: Mediation model. Study 2: Moderated-mediation model. Note: Solid lines represent direct effects, whereas the dashed line represents the total indirect effect. For brevity, the effects of control variables (i.e., autonomy as an additional mechanism) and specific indirect effects were not included in the figure but are reported in Table 4. β denotes standardized regression weights. *** $p < .001$. ** $p < .01$. * $p < .05$. † $p < .10$.



5.4 | Robustness checks

To account for the robustness of our findings, we include collegial support and psychological job demands as additional control variables in our latent moderated-mediation model. The results are provided in Appendix D. The model has a reasonable fit ($\chi^2 = 1420.16$; $df = 597$; p -value $< .001$; TLI = 0.97; CFI = 0.98; SRMR = 0.052; RMSEA = 0.045), and the relationships of job crafting signals with the relevant effects remain largely unchanged. In addition, we also specified a latent moderated-mediation model without control variables, except the control mediator autonomy, to assess the robustness of our findings. The results are provided in Table S3 in an online supporting information D; the relevant effects remain largely unchanged, and the model has a reasonable fit ($\chi^2 = 1169.64$; $df = 397$; p -value $< .001$; TLI = 0.97; CFI = 0.98; SRMR = 0.060; RMSEA = 0.054). Further, to control for the complexity of our latent moderated-mediation model, we rely on an observed variables model that corresponds to traditional regression approaches but corrects for measurement error (Cortina et al., 2021; Sardeshmukh &

Vandenberg, 2017). The results are reported in Table S5 in an online supporting information D and show that the model provides an excellent fit and that all relevant effects are consistent.

6 | DISCUSSION

Using two empirical studies (a conjoint experiment and a vignette study), we investigated whether the signaling of job crafting opportunities is attractive to potential job seekers and informs their job acceptance intentions, which specific (positive and negative) expectations mediate this relationship, and the moderating role of a job seeker's proactive personality. Taken together, we find support for the proposition that signaling job crafting opportunities is an effective means to attract talent. Although job crafting opportunities are a positive signal to potential job seekers, we can differentiate the effect in several ways. First, we showed that signaling job crafting opportunities triggers positive expectations of self-expression, expected treatment, and proactive climate, and also negative expectations of role stress. How

TABLE 4 Study 2: Moderated mediation model with proactive personality as the moderator.

Effects	B (β)	SE	z	p-value	ci.lb	ci.ub
Direct effects						
Job crafting → job acceptance	0.08 (0.02)	0.189	0.45	.653	-0.28	0.45
Job crafting → expected treatment	0.31 (0.17)***	0.071	4.34	.000	0.17	0.45
Job crafting → proactive climate	0.85 (0.54)***	0.063	13.40	.000	0.72	0.97
Job crafting → self-expression	0.67 (0.42)***	0.061	11.13	.000	0.56	0.79
Job crafting → role stress	0.22 (0.27)***	0.042	5.20	.000	0.13	0.30
Expected treatment → job acceptance	0.41 (0.20)*	0.187	2.21	.027	0.05	0.78
Proactive climate → job acceptance	0.32 (0.13)	0.446	0.71	.478	-0.56	1.19
Self-expression → job acceptance	0.93 (0.39)***	0.215	4.31	.000	0.50	1.35
Role stress → job acceptance	-0.92 (-0.20)***	0.240	-3.83	.000	-1.39	-0.45
Moderator effects						
Proactive personality X job crafting → expected treatment	0.49 (0.16)***	0.138	3.55	.000	0.22	0.76
Proactive personality X job crafting → proactive climate	0.16 (0.06)	0.113	1.37	.171	-0.07	0.38
Proactive personality X job crafting → self-expression	0.52 (0.19)***	0.121	4.33	.000	0.29	0.76
Proactive personality X job crafting → role stress	-0.28 (-0.20)***	0.074	-3.75	.000	-0.42	-0.13
Indirect effects						
Job crafting → expected treatment → job acceptance	0.13 (0.03)*	0.063	2.02	.044	0.00	0.25
Job crafting → proactive climate → job acceptance	0.27 (0.07)	0.378	0.71	.478	-0.47	1.01
Job crafting → self-expression → job acceptance	0.62 (0.17)***	0.151	4.12	.000	0.33	0.92
Job crafting → role stress → job acceptance	-0.20 (-0.05)***	0.052	-3.85	.000	-0.30	-0.10
Conditional indirect effects						
Job crafting → expected treatment → job acceptance (pp low)	-0.08 (0.00)	0.069	-1.10	.272	-0.21	0.06
Job crafting → expected treatment → job acceptance (pp mid)	0.13 (0.03)*	0.063	2.02	.044	0.00	0.25
Job crafting → expected treatment → job acceptance (pp high)	0.33 (0.07)*	0.159	2.07	.038	0.02	0.64
Job crafting → role stress → job acceptance (pp low)	-0.45 (-0.09)***	0.124	-3.66	.000	-0.70	-0.21
Job crafting → role stress → job acceptance (pp mid)	-0.20 (-0.05)***	0.052	-3.85	.000	-0.30	-0.10
Job crafting → role stress → job acceptance (pp high)	0.06 (0.01)	0.066	0.86	.391	-0.07	0.19
Job crafting → self-expression → job acceptance (pp low)	0.14 (0.09)	0.119	1.17	.243	-0.07	0.19
Job crafting → self-expression → job acceptance (pp mid)	0.62 (0.17)***	0.151	4.12	.000	0.33	0.92
Job crafting → self-expression → job acceptance (pp high)	1.44 (0.24)***	0.283	3.92	.000	0.55	1.66
Control mediator						
Job crafting → autonomy	1.35 (0.72)***	0.055	24.47	.000	1.24	1.45
Autonomy → job acceptance	-0.03 (-0.01)	0.170	-0.15	.881	-0.36	0.31
Proactive personality X job crafting → autonomy	-0.07 (-0.02)	0.099	-0.70	.482	-0.26	0.12
Job crafting → autonomy → job acceptance	-0.03 (-0.01)	0.229	-0.15	.881	-0.48	0.41
Total indirect effect						
Job crafting → job acceptance	0.79 (0.21)***	0.187	4.19	.000	0.42	1.15
Total effect						
Job crafting → job acceptance	0.87 (0.23)***	0.139	6.27	.000	0.60	1.14
Model fit: $\chi^2(535) = 1289.12, p = < 0.001; RMSEA = 0.046; SRMR = 0.053; TLI = 0.97; CFI = 0.98; R^2 = 0.592$						

Notes: N = 669; B = unstandardized regression coefficient; (β) = standardized regression coefficient; SE = standard error; z = z-statistic; ci.lb = 95% confidence interval lower bound; ci.ub = 95% confidence interval upper bound; RMSEA = root mean square error of approximation; SRMR = standardized root mean squared residual; TLI = Tucker-Lewis index; CFI = comparative fit index; R^2 = proportion of the variation explained in the dependent variable; → = directional path; X = denotes interaction terms; pp = proactive personality.

*** $p < .001$, ** $p < .01$, * $p < .05$, and † $p < .10$.

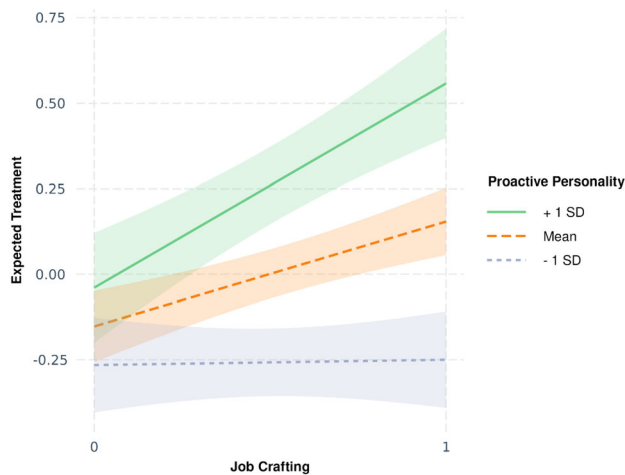


FIGURE 2 Study 2: Simple slope of job crafting predicting expected treatment. Simple slopes of job crafting predicting expected treatment for 1 standard deviation above and below the mean (-1 SD and $+1$ SD) of proactive personality with 95% confidence regions around the effects.

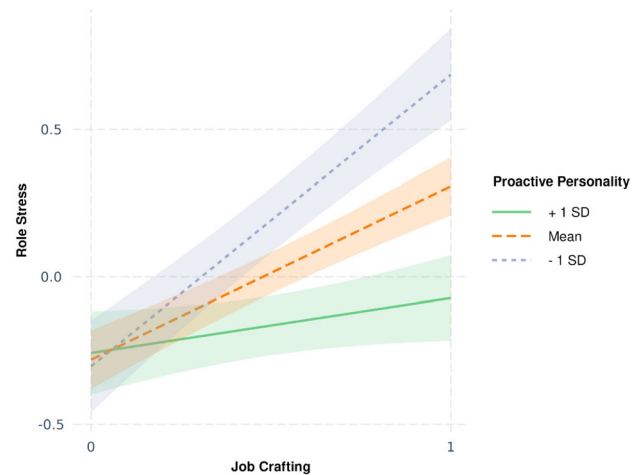


FIGURE 4 Study 2: Simple slope of job crafting predicting role stress. Simple slopes of job crafting predicting role stress for 1 standard deviation above and below the mean (-1 SD and $+1$ SD) of proactive personality with 95% confidence regions around the effects.

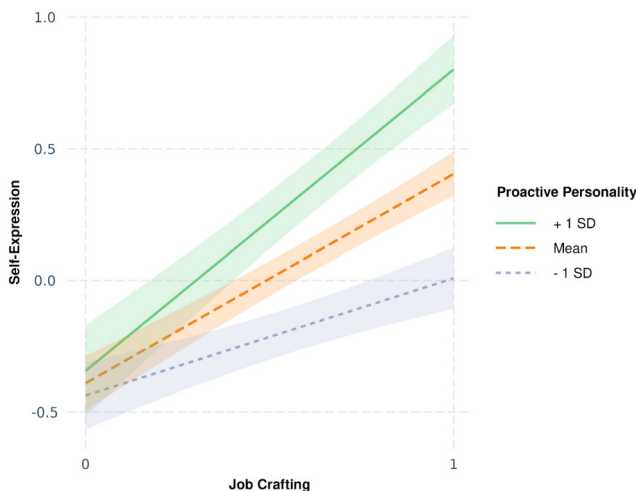


FIGURE 3 Study 2: Simple slope of job crafting predicting self-expression. Simple slopes of job crafting predicting self-expression for 1 standard deviation above and below the mean (-1 SD and $+1$ SD) of proactive personality with 95% confidence regions around the effects.

strongly these different expectations come into play depends significantly on the proactive personality of prospective applicants. A proactive personality strengthens the positive and buffers the negative expectations from job crafting opportunity signals, and these expectations, except proactive climate, inform job acceptance intentions. Accordingly, we could show that job seekers' proactive personality is a vital contingency explaining variance in the attraction effect of job crafting opportunities. We believe that our findings help advance the literature on job crafting and recruitment in several important ways.

First, by introducing job crafting into the recruitment context, we extend the established bottom-up perspective of job crafting from an opportunity perspective (Rogiers et al., 2020). While job crafting is defined as the self-directed behavior of employees to shape their tasks and roles (Petrou et al., 2012; Wrzesniewski & Dutton, 2001), organizations can proactively signal job crafting opportunities. Our findings suggest that job crafting can be viewed not only as the proactive behavior of employees in their workplace but also can be expanded to include an opportunity perspective that organizations can deliberately provide and communicate. This finding complements previous research on the intersection of job crafting and employment, proposing that job crafting can be instrumental in addressing unanswered occupational callings (Berg, Grant, & Johnson, 2010) or in translating individual career competencies into increased employability (Akkermans & Tims, 2017).

This signaling perspective of job crafting opportunities also contributes to the recruiting literature. Study 1 shows that job crafting, as a signaled opportunity, can be instrumental in guiding job seeker perceptions and attracting talent. Relative to well-established job characteristics that positively inform the job attractiveness perceptions of job seekers (Baum & Kabst, 2013; Boswell et al., 2003; Chapman et al., 2005), the perceived opportunity to engage in job crafting seems to have a comparably positive effect. For example, while the effect of attractive tasks on job attractiveness perceptions seems to be strongest, job crafting opportunities are comparable to professional development and career development opportunities when looking at job attractiveness perceptions. Thus, in addition to offering top-down controlled features to (prospective) employees, organizations can signal an opportunity space that allows employees to craft parts of their work to attract job seekers. By showing that job crafting signals can be crucial to attracting applicants, we shift the prevailing notion

focusing on how employers should tailor the work environment towards meeting job seekers' needs (Harris & Pattie, 2020) to a more open approach that emphasizes the flexibility of work arrangements rather than specific job features to win valuable talent. Our study is informative for companies that want to resort to less predefined work and job settings to meet the increased flexibility demands of highly qualified job seekers (Osterman, 2010; Zhang & Parker, 2019) or establish an organizational environment prepared for increased volatility and innovation (Grant et al., 2009). These organizations can use our findings to advance their recruitment efforts by openly communicating job crafting opportunities in their recruitment processes, making them particularly attractive to proactive job seekers.

Second, our study contributes to ongoing debates about the mechanisms linking specific organizational signals and applicant attraction (Breugh, 2008; Celani & Singh, 2011; Jones et al., 2014; Swider & Steed, 2022). We enrich the discourse on what expectations job crafting signals trigger in applicants by showing that the perceived ability to express oneself, expected treatment, and role stress fully mediate the effect of job crafting opportunities on job acceptance intentions. In doing this, we also offer new insights into the immediate precursors of job acceptance intentions. Previous recruitment studies often focused on the general mechanisms linking organizational signals with applicant attraction by, for example, considering the general impression of recruitment channel attractiveness (Allen et al., 2003), person-organization fit (Jones et al., 2014), or by showing the mediating influence of organizational familiarity, reputation, or positive job-related information (e.g., Baum & Kabst, 2013; Collins, 2007). With Study 2, we move beyond a mere “generalist” approach to applicant attraction and illuminate the specific expectations formed by a signal, such as job crafting opportunities. For instance, we show that job crafting signals help job seekers infer that the organization values and cares for its employees in terms of its organizational treatment and opportunities for authentic self-expression, which, in turn, can increase the likelihood of accepting a job. A proactive climate, however, seems less critical to job seekers' acceptance intentions. One possible explanation could be that when informing their job acceptance intentions, job seekers focus on aspects that affect them more immediately than a proactive and innovative work environment. This is not to say that a proactive climate is not important, but that it will only become relevant at a later stage, that is, on the job, when employees want to craft their jobs (Wrzesniewski & Dutton, 2001; Zhang & Parker, 2019). We also show that job crafting opportunities are not a panacea for attracting job seekers because they can trigger negative expectations such as role stress. This observation suggests that job seekers may perceive job crafting opportunities in a very ambivalent way and that, in addition to positive expectations, there is also a potential for perceived role ambiguity and role overload that could lead job seekers to perceive a job as less attractive.

To disentangle these ambivalent effects of job crafting signals, we draw on “proactive personality” and show that job seekers with a more proactive personality perceive the positive aspects of job crafting opportunities more strongly while buffering negative expectations. Study 1 provides the first insights by showing that a proactive

personality moderates the effect of approach-crafting opportunities on job attractiveness. While both approach and avoidance crafting perspectives positively affect the perceived job attractiveness, opportunities to engage in approach crafting seem particularly appealing to proactive applicants. Given that approach crafting focuses on enhancing job boundaries and avoidance crafting centers around reducing roles and responsibilities (Zhang & Parker, 2019), it would follow that more proactive job seekers deem enhancing job boundaries as more attractive than reducing less favorable activities. Study 2 shows that job crafting opportunity signals trigger very few negative expectations in job seekers with more proactive personalities. This could be because they perceive the negative aspects less strongly, and they may more readily accept that the type of job they want will produce stress, and thus, it is not a significant consideration. In contrast, in the perception of less proactive applicants, role stress is more prevalent, and the positive expectations of job crafting signals are somewhat less pronounced. These findings indicate that the negative expectations flowing from job crafting opportunity signals can be buffered by supporting individuals to cope with high emotional job demands, role stress, and work-related anxiety (Han et al., 2014; Loi et al., 2016).

In sum, we believe that job crafting opportunities can be a useful signaling instrument and should be considered when developing hiring strategies and policies, especially if the company wants to attract very proactive candidates (Anand et al., 2010; Rofcanin et al., 2015).

6.1 | Limitations and future research directions

As with all research, our study is not without limitations. First, job crafting opportunities are conceptually close to autonomy. We addressed this in our methodology, drawing on the recent approach and avoidance crafting conceptualization of Zhang and Parker (2019). This conceptualization enables us to differentiate job crafting from autonomy more explicitly and to generate a more realistic job preview scenario aligned with recent recruitment research in terms of originality and research design (Renaud et al., 2016; Tews et al., 2012). While Zhang and Parker (2019) break down resource and demand crafting further into a cognitive and behavioral facet, we decided to focus exclusively on the behavioral perspective. We considered that cognitive aspects are unlikely to be easily perceivable by applicants in the situation of a job interview. Zhang and Parker (2019) concur that cognitive crafting might have to be translated into action before it can be perceived, rendering it unfit for experimental designs where perceivable situations and actions are portrayed. Nevertheless, future research may draw on different methodological approaches to extend our findings by delving deeper into the more nuanced aspects of this interesting conceptualization. Moreover, while not within the scope of the present study, it would be especially insightful if future research extends our signaling perspective to other organizational attributes and how these attributes interact with job crafting signals in shaping applicants' organization attractiveness perceptions. Given that signal-based models in recruitment research have been criticized for being underdeveloped (Breugh, 2008), examining additional

organizational attributes could provide a better understanding of how organizations might attract specific talent.

Second, our assessments are based on German employee samples. However, previous meta-analytic evidence suggests that the effectiveness of job crafting is context dependent and prone to vary across different socio-cultural settings (Böhnlein & Baum, 2020). For example, job crafting opportunities may be more attractive to employees in cultures characterized by low power distance and less uncertainty avoidance. Individuals in such cultures would be more likely to appreciate an opportunity space for job crafting and be more tolerant of ambiguous job designs. Thus, an exciting avenue for future research would be to investigate the role of societal culture in the context of what job seekers anticipate from perceived job crafting signals (Erez, 2010).

Third, in our study, we focus on a recruiting situation in which job seekers evaluate job crafting opportunities prior to entry. It would be interesting for future research to investigate how the evaluations and expectations of pre-entry job crafting signals evolve after individuals have onboarded, gathered further impressions and experiences, and job crafting has become an organizational reality. How do these first-hand experiences compare with initial expectations and relate to relevant outcomes such as job satisfaction or the intention to stay? A longitudinal design might provide further insight into how employees' expectations change as they are confronted with both the opportunities and challenges of engaging in job crafting. Especially our findings can be an interesting starting point to examine how initial expectations solidify into psychological contracts and how these influence employees' crafting behavior in the job setting. Often, psychological contracts are breached when the organization fails to deliver on promises made (Guest & Conway, 2002; Robinson & Rousseau, 1994). Moreover, a perceived contract breach might influence subsequent crafting behavior, for example, focusing more on avoidance crafting instead of abandoning job crafting or leaving the organization altogether.

Finally, future research may investigate the usefulness of job crafting signals across various hierarchical levels because previous research suggests that, depending on rank and responsibilities, job crafting is associated with different challenges and benefits (Berg, Wrzesniewski, & Dutton, 2010). Future studies could examine the effect of job crafting signals in the context of blue-collar work or when recruiting upper management positions. While job crafting is possible in any work setting, job seekers applying for jobs with tighter schedule restrictions and well-paced tasks might more prominently perceive the downsides of job crafting or might be more attracted to its avoidance crafting aspect. The opposite could be true for positions that naturally allow for more flexibility.

6.2 | Practical implications

Our research also offers practical implications for recruitment. We conceptualize job crafting opportunities as a potentially helpful signal for a bottom-up job design to attract talent. For example, job

advertisements could feature job crafting activities and highlight a corresponding opportunity space to attract attention. These job crafting aspects can also be emphasized in job interviews, but care must be taken to ensure that these opportunities are perceived as serious offers, the use of which is at the discretion of the individual employee. One possible option to achieve this could be to provide a realistic job preview or access to honest employee voices.

Turning to the adverse effects of job crafting opportunity signals, organizations should take great care when composing signals that trigger positive expectations, such as expected treatment and self-expression, to avoid invoking perceptions of role stress. A possible measure to achieve this could be offering job crafting opportunities in conjunction with supportive measures that promote common goals among co-workers or being very clear about the scope of the job's role (Casper & Harris, 2008). Our research's final practical implication centers on the proactive personality of job seekers. Organizations that need to staff vacancies using job descriptions requiring proactive employees may resort to signaling job crafting opportunities in the recruiting process to target job seekers with a proactive personality.

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SUPPORTING INFORMATION

Additional supporting information can be found online in the Supporting Information section at the end of this article.

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APPENDIX A: SAMPLE CONJOINT PROFILES

Sample profile: Low conditions.

Attribute	Condition	Explanation
Attractive tasks	Few	Rather few of the described tasks of the job seem attractive and exciting.
Opportunities for career development	Few	The job seems to offer rather few opportunities for advancement and promotion.
Approach crafting opportunities	Few	There seem to be few opportunities to adapt and change one's own work processes and to actively engage in additional tasks that go beyond formal responsibilities and fit well with one's own development goals.
Avoidance crafting opportunities	Few	There seem to be few opportunities to actively avoid tasks that potentially burden or slow you down. Moreover, it is hardly possible to turn down a project that offers little room for decision-making or does not fit well with your own development goals.
Professional development opportunities	Few	In this job, there seem to be few opportunities to further your education or attend workshops.

Sample profile: High conditions.

Attribute	Condition	Explanation
Attractive tasks	Many	Many of the described tasks of the job seem attractive and exciting.
Opportunities for career development	Many	The job seems to offer many opportunities for advancement and promotion.
Approach crafting opportunities	Many	There seem to be many opportunities to adapt and change one's own work processes and to actively engage in additional tasks that go beyond formal responsibilities and fit well with one's own development goals.
Avoidance crafting opportunities	Many	There seem to be many opportunities to actively avoid tasks that potentially burden or slow you down. In addition, it is also possible to turn down a project that offers little room for decision-making or does not fit well with your own development goals.
Professional development opportunities	Many	In this job, there seem to be many opportunities to further your education or attend workshops.

APPENDIX B: SCENARIO DESCRIPTIONS AND EXEMPLARY VIGNETTES

B.1 | Scenario

Please imagine the following situation: You have applied for an interesting position. The advertised position largely corresponds to your expectations (salary, career opportunities, and location) as well as your personal skills and qualifications. In the application process, you were able to assert yourself against other applicants and the company is now interested in hiring you. However, you have not yet made a final decision.

In order to get to know you better and to give you an authentic insight into the workplace and the department, you have been invited to a final personal interview with the team leader at the company's headquarter. You gratefully accept this invitation, as you see it as a great chance to facilitate your decision-making.

B.2 | Sample Manipulation 1

Job Crafting Opportunities Low Condition:

Day-to-Day-Work

Your potential team leader tells you that you will have **very few options to individualize** the job:

“We provide our employees with job designs and frameworks specifically tailored to the job at hand, which should not be changed independently, i.e., before you want to start new measures, projects or cross-departmental cooperation, you should definitely coordinate this with me beforehand.” In this job it has been proven to be successful to:

- Focus on using existing resources (e.g., tools, methods, processes, contact or cooperation partners within the company).
- **Only take on new tasks and challenges if this has been agreed with me** and you do not have to neglect any of your existing responsibilities.

Since you find this statement difficult to classify, you ask him for a more detailed elaboration, and you receive the following explanation:

- Our jobs and tasks are set from the top, so to speak, that is, they are developed jointly by experts and managers, and they are designed to meet the exact requirements of the company, to be motivating and to enable efficient working. This is especially helpful if you ever have a lot on your desk.
- For this reason, we all adhere to the given structures, for example, in terms of our main tasks and responsibilities, as well as the resources made available to us.
- Without a prior consultation with me, you should therefore not change your tasks and their prioritization or even neglect them.
- You should thus under no circumstances change your tasks and their prioritization or decide to neglect tasks without prior consultation with me.

All in all, we want to help our employees do as good a job as possible, especially if they are new to the job.”

Collegial Support Low Condition:

Direct colleagues

The team leader has to take an important phone call at short notice and encourages you to talk to your potential colleagues. These are your impressions after the conversations:

- Most of them are very brief and do not take the time to talk to you.
- Very few show any interest in you and stay focused on their work.
- Being independent and finding one's own way seems to be a priority here!

Psychological Demands High Condition:

The requirements.

During the interview, the team leader explains your future core tasks and work content, and you realize that:

- The job is very demanding, which can frequently lead to stressful phases, as several tasks need to be attended to at the same time.
- The daily work routine seems to be characterized by tight deadlines that are probably difficult to meet.
- Fast and concentrated work is indispensable in order to tackle this highly demanding job.

B.3 | Sample Manipulation 2

Job Crafting Opportunities High Condition:

Day-to-Day-Work.

Your potential team leader tells you that you will be able to **highly individualize** the job:

“We give our employees many opportunities to shape their jobs. If you want to change something about your activities on your

own, or if you want to start new projects or a cross-departmental cooperation, then you do not have to coordinate this with me in detail.” In order to do your job well, you are welcome to **independently**:

- Seek and use new resources (e.g., tools, methods, processes, contact or cooperation partners in the company).
- **Take on new tasks and challenges** if you want to.

Since you find this statement difficult to classify, you ask him for a more detailed elaboration, and you receive the following explanation:

- You have a lot of creative freedom here. One colleague, for example, has discovered her talent for event planning and now also works, with great commitment and pleasure, on the planning and organization of internal company events.
- In addition to his actual duties, another colleague is currently working on international projects in order to expand his foreign language skills and intercultural knowledge.
- From time to time, however, it is also okay to say “no” to all these expansive opportunities. Colleagues sometimes turn down projects, for example, if they either do not see any real opportunities to help shape them or if their own role in the project is very unclear.

All in all, we want to help our employees make their work more meaningful for themselves.

Collegial Support High Condition:

Direct colleagues.

The team leader has to take an important phone call at short notice and encourages you to talk to your potential colleagues. These are your impressions after the conversations:

- Most of them take their time talking to you.
- They seem very helpful, friendly, and interested in you.
- Cooperation and mutual support seem to be very important here.

Psychological Demands Low Condition:

The requirements.

During the interview, the team leader explains your future core tasks and work content, and you realize that:

- The job has an appropriate level of demand and rarely becomes stressful or exhausting.
- The daily work routine is characterized by a manageable number of tasks that are easy to accomplish and deadlines that can be realistically met.

Due to these moderate requirements, it is usually sufficient to work at a moderate pace.

APPENDIX C: FACTOR LOADINGS AND RELIABILITIES

Manipulation checks**Job crafting ($\alpha = .89$)***In this job...*

- | | |
|---|-----|
| 1. I could focus on specific tasks and pass on some other tasks* | .46 |
| 2. I would have many opportunities to undertake and seek for additional tasks | .95 |
| 3. I could actively assign a lower priority to tasks that I am not comfortable with | .67 |
| 4. I could actively seek out job tasks in which I can learn new things | .94 |
| 5. I would have many opportunities to pursue new activities and acquire new resources | .94 |

Psychological job demands ($\alpha = .95$)*In this job ...*

- | | |
|---|-----|
| 1. I would have to work fast | .94 |
| 2. I would have too much work to do | .89 |
| 3. I would have to work under time pressure | .95 |

Social (collegial) support ($\alpha = .92$)*In this job ...*

- | | |
|--|-----|
| 1. I could rely on my co-workers when things get tough at work | .93 |
| 2. If necessary, I could ask my co-workers for help | .91 |

Mediators**Autonomy ($\alpha = .95$)***In this job ...*

- | | |
|--|-----|
| 1. I would have significant autonomy in determining how I do my job | .94 |
| 2. I could decide on my own how to go about doing my work | .92 |
| 3. I would have considerable opportunity for independence and freedom in how I do my job | .94 |

Expected treatment ($\alpha = .94$)

- | | |
|---|-----|
| 1. This company probably treats its employees well | .93 |
| 2. I think the company would treat me well | .89 |
| 3. The company probably treats its employees fairly | .91 |
| 4. Employees are probably treated with dignity and respect at the company | .90 |
| 5. If I would work at the company, I could trust them to fulfill the promises they make | .76 |

Proactive climate ($\alpha = .83$)

- | | |
|--|-----|
| 1. Employees of this company probably actively intervene in what happens here; they do not simply wait for tasks that come up | .80 |
| 2. All things considered; this company probably has a very innovative climate | .85 |
| 3. The approach to errors in this company is probably best described as follows: We openly communicate our errors and try to learn from them | .73 |

Role stress ($\alpha = .83$)**Role ambiguity ($\alpha = .92$)***In this job ...*

- | | |
|--|-----|
| 1. I would feel certain about how much authority I have | .85 |
| 2. I would have clear, planned goals and objectives for my job | .70 |
| 3. I would know that I divided my time properly* | .39 |
| 4. I would know what my responsibilities are | .85 |
| 5. I would know exactly what is expected of me | .86 |
| 6. It would be clear to me what has to be done | .90 |

Role overload ($\alpha = .92$)

- | | |
|--|-----|
| 1. The amount of work I am expected to do is probably too great | .87 |
| 2. I will probably never have enough time to get everything done at work | .89 |
| 3. I will probably often have too much work for one person to do | .92 |

Self-expression ($\alpha = .92$)*In this job ...*

1. I think that I would not need to hide who I really am	.81
2. I think that I can be who I really am	.92
3. I think that I can do what I was meant to do	.82
4. I think that I can behave the way I am	.92

Moderator**Proactive personality ($\alpha = .83$)**

1. If I see something that I do not like, I fix it	.57
2. No matter what the odds, if I believe in something I will make it happen	.70
3. I love being a champion for my ideas, even against other's opinions	.61
4. I am always looking for better ways to do things	.71
5. If I believe in an idea, no obstacle will prevent me from making it happen	.73
6. I excel at identifying opportunities	.70

Controls**Self-efficacy ($\alpha = .85$)**

1. I am confident that I could deal efficiently with unexpected events.	.80
2. Thanks to my resourcefulness, I know how to handle unforeseen situations.	.75
3. I can solve most problems if I invest the necessary effort.	.68
4. I can remain calm when facing difficulties because I can rely on my coping abilities.	.71
5. No matter what comes my way, I am usually able to handle it.	.71

Model fit: $\chi^2(890) = 2402.27$, $p < 0.001$; RMSEA = 0.05; SRMR = 0.081; TLI = 0.94; CFI = 0.94

Note: *item dropped due to poor factor loading.

APPENDIX D: STUDY 2: POST-HOC MODEL WITH COLLEAGIAL SUPPORT AND PSYCHOLOGICAL JOB DEMANDS

Effects	B (β)	SE	z	p-value	ci.lb	ci.ub	
Direct effects							
Job crafting → job acceptance	0.07 (0.02)	0.194	0.38	.702	-0.31	0.46	
Job crafting → expected treatment	0.31 (0.17)	***	0.071	4.35	.000	0.17	0.45
Job crafting → proactive climate	0.84 (0.54)	***	0.063	13.33	.000	0.72	0.97
Job crafting → self-expression	0.68 (0.42)	***	0.061	11.15	.000	0.56	0.79
Job crafting → role stress	0.15 (0.23)	***	0.036	4.29	.000	0.08	0.22
Expected treatment → job acceptance	0.40 (0.20)	*	0.180	2.23	.026	0.05	0.76
Proactive climate → job acceptance	0.15 (0.06)		0.487	0.30	.765	-0.81	1.10
Self-expression → job acceptance	0.96 (0.41)	***	0.210	4.58	.000	0.55	1.37
Role stress → job acceptance	-1.24 (-0.22)	***	0.339	-3.66	.000	-1.90	-0.57
Moderator effects							
Proactive personality X job crafting → expected treatment	0.49 (0.16)	**	0.139	3.55	.000	0.22	0.76
Proactive personality X job crafting → proactive climate	0.15 (0.06)		0.113	1.37	.170	-0.07	0.38
Proactive personality X job crafting → self-expression	0.53 (0.19)	***	0.122	4.33	.000	0.29	0.76
Proactive personality X job crafting → role stress	-0.22 (-0.19)	**	0.063	-3.45	.001	-0.34	-0.09

(Continues)

Effects	B (β)		SE	z	p-value	ci.lb	ci.ub
Indirect effects							
Job crafting → expected treatment → job acceptance	0.12 (0.03)	*	0.061	2.03	.043	0.00	0.24
Job crafting → proactive climate → job acceptance	0.12 (0.03)		0.410	0.30	.765	−0.68	0.93
Job crafting → self-expression → job acceptance	0.65 (0.17)	***	0.150	4.32	.000	0.35	0.94
Job crafting → role stress → job acceptance	−0.19 (−0.05)	**	0.055	−3.46	.001	−0.30	−0.08
Conditional indirect effects							
Job crafting → expected treatment → job acceptance (pp low)	−0.07 (0.00)		0.067	−1.09	.274	−0.21	0.06
Job crafting → expected treatment → job acceptance (pp mid)	0.12 (0.03)	*	0.061	2.03	.043	0.00	0.24
Job crafting → expected treatment → job acceptance (pp high)	0.32 (0.06)	*	0.155	2.08	.038	0.02	0.63
Job crafting → role stress → job acceptance (pp low)	−0.46 (−0.09)	**	0.134	−3.42	.001	−0.72	−0.20
Job crafting → role stress → job acceptance (pp mid)	−0.19 (−0.05)	**	0.055	−3.46	.001	−0.30	−0.08
Job crafting → role stress → job acceptance (pp high)	0.08 (−0.01)		0.073	1.07	.284	−0.07	0.22
Job crafting → self-expression → job acceptance (pp low)	0.14 (0.09)	***	0.123	1.17	.243	−0.10	0.39
Job crafting → self-expression → job acceptance (pp mid)	0.65 (0.17)	***	0.150	4.32	.000	0.35	0.94
Job crafting → self-expression → job acceptance (pp high)	1.15 (0.25)	***	0.282	4.09	.000	0.60	1.71
Control mediator							
Job crafting → autonomy	1.34 (0.72)	***	0.055	24.46	.000	1.24	1.45
Autonomy → job acceptance	0.07 (0.03)		0.191	0.36	.722	−0.31	0.44
Proactive personality X job crafting → autonomy	−0.07 (−0.02)		0.099	−0.70	.481	−0.26	0.12
Job crafting → autonomy → job acceptance	0.09 (0.02)		0.258	0.36	.722	−0.41	0.60
Manipulated controls							
Collegial support → expected treatment	0.59 (0.32)	***	0.069	8.54	.000	0.46	0.73
Collegial support → proactive climate	0.40 (0.26)	***	0.064	6.28	.000	0.28	0.53
Collegial support → self-expression	0.25 (0.15)	***	0.064	3.86	.000	0.12	0.37
Collegial support → role stress	−0.09 (−0.13)	***	0.025	−3.51	.000	−0.14	−0.04
Collegial support → autonomy	−0.05 (−0.02)		0.073	−0.62	.533	−0.19	0.10
Collegial support → job acceptance	0.25 (0.07)	†	0.128	1.96	.050	0.00	0.50
Psychological job demands → expected treatment	−0.37 (−0.20)	***	0.067	−5.53	.000	−0.50	−0.24
Psychological job demands → proactive climate	−0.09 (−0.06)		0.064	−1.44	.150	−0.22	0.03
Psychological job demands → self-expression	−0.25 (−0.16)	***	0.064	−3.97	.000	−0.38	−0.13
Psychological job demands → role stress	0.37 (0.56)	***	0.053	6.99	.000	0.27	0.47
Psychological job demands → autonomy	−0.10 (−0.05)		0.074	−1.39	.165	−0.25	0.04
Psychological job demands → job acceptance	0.14 (0.04)		0.147	0.92	.355	−0.15	0.42
Total indirect effect							
Job crafting → job acceptance	0.80 (0.21)	***	0.190	4.20	.000	0.43	1.17
Total effect							
Job crafting → job acceptance	0.87 (0.23)	***	0.139	6.28	.000	0.60	1.14
Model fit: $\chi^2(597) = 1420.16, p < .001$; RMSEA = 0.045; SRMR = 0.052; TLI = 0.97; CFI = 0.98; $R^2 = 0.596$							

Notes: $N = 669$; B = unstandardized regression coefficient; (β) = standardized regression coefficient; SE = standard error; z = z-statistic; ci.lb = 95% confidence interval lower bound; ci.ub = 95% confidence interval upper bound; RMSEA = root mean square error of approximation; SRMR = standardized root mean squared residual; TLI = Tucker–Lewis index; CFI = comparative fit index; → = directional path; R^2 = proportion of the variation explained in the dependent variable; X = denotes interaction terms; pp = proactive personality.

*** $p < .001$, ** $p < .01$, * $p < .05$, and † $p < .10$.

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