

The Effects of Job Crafting on Employees' Job Satisfaction in a Hybrid Work Mode - a Moderated Mediation Model

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Abstract

The worldwide pandemic has offered opportunities for both employees and managers to explore a hybrid work mode within organizations. This study focuses on job satisfaction within a hybrid work mode. We posit a positive association between job crafting as the predictor variable and job satisfaction as the outcome variable, within a hybrid work context. Additionally, we hypothesize a mediating role of autonomy need satisfaction between job crafting and job satisfaction. Lastly, we suggest a moderating effect of perceived organizational support on the relationship between job crafting and autonomy needs satisfaction. In this cross-sectional questionnaire study, we analyzed data from 122 employees who have had experience with hybrid working in the past 6 months. Data revealed a positive association between job crafting and job satisfaction within a hybrid work mode. Although no mediation or moderating effect has been found, we also found organizational support to positively contribute to autonomy need satisfaction. Furthermore, autonomy need satisfaction also positively contributed to job satisfaction within a hybrid work mode. These findings suggest specific points of focus for human resource managers, as well as implications for further studies.

Keywords: hybrid work mode, job satisfaction, job crafting, autonomy needs satisfaction, perceived organizational support

Introduction

As a result of the COVID-19 crisis and the accompanying restrictions, many companies had to direct their employees to a new way of working as working on-site was no longer always an option. Because of the governmental regulations, employees were required to rapidly change their working conditions from working on location to working mainly from home (Nagel, 2020). During the pandemic, employees suddenly had to adjust their working routine, and work from home for long periods of time (Kniffin et al., 2020). This created the opportunity for employees and employers to explore the concept of working both on- and off-site, also known as *hybrid* working (van Yperen et al., 2014). The shift in working conditions required from employees to be flexible (Wörtler et al., 2021), and although they were often confronted with sub-optimal circumstances during this phase, such as feelings of social isolation and a lack of appropriate working space (Kniffen et al., 2021) 66% of the Dutch workforce would like to keep their hybrid work mode after the regulations have been lifted (Renaud, 2022). It is therefore likely that the pandemic has accelerated the trend towards working from home (Choudhury et al., 2020; Gartner, 2020).

In line with this notion, the expectation is that the number of hours per week spent working from home will increase from 3.8 hours to 8 hours when the dust of the pandemic has settled, according to the Dutch Central Planning Office (CPB, 2021). Furthermore, according to a study from the Ministry of Infrastructure and Water Management in the Netherlands, 41% of companies with over 100 employees intend to offer their employees more freedom to work from home for part of their working hours (Ministerie van Infrastructuur en Waterstaat, 2021). These developments require the Dutch government to create informed policies and come to agreements with involved parties around the concept of hybrid work (Kruyen et al., 2021). This makes extending the body of literature on hybrid working essential for governments, employers and organizational psychologists.

The aim of this study is to examine the possible effect of job crafting on employee satisfaction within the context of a hybrid work mode. This possible relationship will be examined through the lens of Self-Determination Theory (Deci & Ryan, 2017), as we will look at how the satisfaction of autonomy needs might underly this relationship. Furthermore, the effects organizational factors are also being included from the perspective of organizational support theory (Eisenberger et al., 1986) as we will take into account to possible moderation of perceived organizational support (POS);(Rhoades & Eisenberger, 2001) on the relationship between job crafting and autonomy needs satisfaction.

Hybrid Work Mode

Hybrid working can be defined as a working arrangement where the employee is allowed to work both on-site and off-site for certain periods of time (Van Yperen et al., 2014). Employees who work in a hybrid work mode setting are thus granted the opportunity to decide when, where, and for how long they engage in work-related activities when working off-site. However, during the pandemic, employees had little options to choose their working location as they were more or less forced to work from home, which led to many employees facing challenges, such as social isolation, not having an appropriate space in one's home to work, and having to consider the needs of other residents on a continuous basis (Kniffen et al., 2021).

Recent studies suggest that hybrid work mode can have benefits for both organizations and employees. On the organizational level, offering hybrid working arrangements can have a positive influence on organizational outcomes in two ways: improving organizational performance (e.g. improved productivity, customer care and work climate) and reducing negative outcomes (e.g. absenteeism, errors and time-loss; Van Yperen & Wörtler, 2017). Furthermore, granting employees the opportunity to carry out their jobs in a hybrid way might even be essential for companies to keep their leading edge: According to Global Workplace Analytics 72% of the U.S. work force would leave their jobs for the opportunity to work in a

hybrid way (Global Workplace Analytics, 2021). This suggests that hybrid work mode is an important ingredient when attracting and retaining talent into the organization (Sytych & Greer, 2020; Van Yperen & Wörtler, 2017).

For employees within the context of the organization, hybrid work mode was found to increase efficiency and productivity (Vial, 2019; Brunelle & Fortin, 2021), as well as performance and motivation (Van den Broeck et al., 2010). On a socioemotional level, employees can also experience benefits such as an increased sense of well-being (Allen et al., 2015; Choudhury et al., 2020), work-life balance (Dima et al., 2019), less stress and a decrease in work-family conflict (Gajendran & Harrison, 2007; Lautsch et al., 2009).

Furthermore, studies suggest hybrid working to be associated with increased job-satisfaction levels (Brunelle & Fortin, 2021, Gajendran & Harrison, 2007) and increased levels of autonomy (Dima et al., 2019). Since job satisfaction is a construct that accurately reflects the employee's experience around work (Brunelle & Fortin, 2021), and is thought to increase organizational performance (Izvercian et al., 2016) it is relevant to study this construct within the context of hybrid work mode.

Job Crafting and Job Satisfaction in a Hybrid Work Mode

Upon entering the organization, employees usually take on a specific role that involve specific tasks that are prescribed by the job description. The employee is expected to execute these tasks, while maximizing their productivity (Leana et al., 2009). However, as job design is shifting to a co-creative process between management and the employee, individuals are increasingly altering work tasks and reshape boundaries of their role within the organization (Wrzesniewski & Dutton, 2001). The behavior the employee engages in to facilitate this process is known as job crafting, a concept that could positively contribute to the employee's working experience (Tims et al., 2013). *Job crafting* is defined as the proactive behavior that employees engage in in order to shape their jobs in such a way that it better suits their needs, skills and

preferences (Wrzesniewski et al., 2001). It entails the practice of proactively altering one's work tasks, job demands, or job resources to make one's job more satisfying (Demerouti, 2014).

Engaging in job crafting is about changing certain aspects of the job - within the boundaries of the role that employees have within the organization - while the actual job itself remains the same. This can take place on a task-level (e.g., taking on more tasks that are perceived as enjoyable), a relationship-level (e.g., increasing the amount of time engaging with customers or colleagues) or on a cognitive-level (e.g., reconstructing the meaning an employee assigns to one's job; Tims et al., 2013). Engaging in job crafting behavior is associated with various positive outcomes for employees, such as increased work engagement (Bakker et al., 2008), resilience, and an overall sense of thriving (Berg et al., 2010). Job crafting has also been found to positively influence job satisfaction in many contexts (Berg et al., 2010; De Beer et al., 2016; Ingusci et al., 2016; Tims et al., 2013).

In this paper, our primary focus is to examine the interaction between job crafting and job satisfaction, and to reveal how this interaction unfolds within the context of a hybrid work mode. Earlier studies on job satisfaction have shown that a positive association exists between job crafting and job satisfaction (Berg et al., 2008; Tims & Bakker, 2010). Especially cognitive crafting has been shown to positively affect this relationship (Ghitulescu, 2006). An example of this could be that an individual assigns a different meaning to their job and the tasks they are expected to perform, from merely performing organizational duties to positively influencing others' lives with their job.

Job crafting could help an employee cope with ongoing changes in turbulent times, which makes job crafting valuable in situations where the working context adapts (Van den Heuvel et al., 2010). Furthermore, studies on teleworking suggest that teleworking positively influences job satisfaction (Gajendran & Harrison, 2007; Golden & Veiga, 2005) We expect a hybrid work context will yield similar results, since findings suggest a curvilinear relation

between the degree of teleworking and job satisfaction (Golden & Veiga, 2005). Job satisfaction tends to stagnate around 15.1 hours of working off-site, which implies that employees will not increase their job satisfaction the more hours they work from home; a limit seems to exist. It is therefore expected that the same relationship holds within the context of a hybrid work mode.

Accordingly, we expect that employees in a hybrid work mode setting who better craft their jobs experience higher levels of satisfaction with their job. Thus, it is expected that job crafting behavior is positively related to hybrid work satisfaction, leading to hypothesis 1:

***H1:** Job Crafting is positively associated with employees' job satisfaction in a hybrid work mode.*

The Mediating Role of Need for Autonomy

Changing the boundaries of one's job allows the employee to take control of their own work experience, shifting the responsibility of job design more towards the employee., Consequently, job crafting increases an employee's ability to satisfy their autonomy needs, which in turn could increase job satisfaction (Brunelle & Fortin, 2021; Tims et al., 2013). The mechanism underlying this relationship could be explained by utilizing the Self-Determination Theory by Deci and Ryan (2017). According to Deci and Ryan, there are fundamental needs that are inherent to every individual. When these needs are satisfied, optimal functioning can be obtained. These basic needs are the need for autonomy, competence and relatedness. Competence can be described as the ability of the employee to successfully influence the outcome of a task. Relatedness refers to the interactions and connections one has with their colleagues. Autonomy can be described as the psychological freedom an individual has to make their own choices and being the initiator of one's own behavior (Deci & Ryan, 2000).

Employees who job craft, change their jobs in such a way that it suits their personal abilities and preferences better than the actual job description they were initially hired for (Tims et al., 2013) leaving them more fulfilled and increasing their sense of control (Van Yperen et al., 2014). These factors all contribute to a sense of autonomy satisfaction; the basic need we

will be focusing on in this study. In addition, job crafting lets employees optimize their job demands and job resources (Van den Broeck et al., 2017), creating an environment where the workplace satisfies their autonomy needs and allows employees to take control over their jobs (Bakker & Oerlemans, 2019).

A theoretical framework that can help support this argument is the Job Demands-Resources model (Bakker & Demerouti, 2007). The JDR-model implies that autonomy and control can be considered a valuable resource to ensure well-being and positive outcomes, such as job satisfaction (Bakker & Demerouti, 2007). In this sense, an employee who engages in job crafting enhances the satisfaction of their autonomy needs, by exerting more control over their working environment,. This in turn is expected to generate enhanced levels of job satisfaction (Tims et al., 2013).

We expect these same findings to hold for employees who have hybrid jobs as workers who have the opportunity to work partially from home experience higher levels of autonomy, intrinsic motivation (Van Yperen et al., 2016) and are better able to cope with job demands (van Yperen & Hagedoorn, 2003), which are similar concepts shown to be important contributors to job satisfaction (Schaufeli & Bakker, 2004). For example, employees who are not under constant direct supervision from their management experience increased autonomy (Gajendran & Harrison, 2007), as well as increased flexibility to schedule the timing and execution of tasks, which further enhances the satisfaction levels of autonomy needs.

Furthermore, autonomy need satisfaction has been shown to be particularly interesting in a hybrid work mode when trying to predict employee job satisfaction; recent studies have shown that the satisfaction of the psychological need for autonomy is a positive contributor to job satisfaction (Brunelle & Fortin, 2021; Van Yperen et al., 2016). Earlier studies on this concept within a teleworking setting also demonstrated a similar role of autonomy need satisfaction: Gajendran and Harrison (2007) found that autonomy need satisfaction fully

mediated the relationship between teleworking and job-satisfaction. This suggests that an employee could be more satisfied with their job because of the levels of autonomy that they experience.

In conclusion, we expect that employees who craft their jobs experience higher levels of satisfaction with their hybrid jobs because they get to fulfill their autonomy needs, leading to hypothesis 2:

H2: Satisfaction of autonomy needs mediates the relationship between job crafting and hybrid work mode job satisfaction

The Moderating Effect of Organizational Support

Aside from factors on the individual level that influence job satisfaction in a hybrid work mode, contextual factors also seem to be of influence. The extent to which job crafting and hybrid work job satisfaction - through the satisfaction of autonomy needs - are related is expected to also be dependent upon factors on the organizational level, such as perceived organizational support (POS; Cheng & Yi, 2018). Perceived organizational support seems to be an important contextual factor within the context of organizational psychology, as it enhances the positive effect of individual factors on job satisfaction (Cheng et al., 2016; Han et al., 2016; Hur et al., 2013).

POS can be defined as an employee's perception of the extent to which an organization values their contributions and cares for their well-being (Rhoades & Eisenberger, 2001). Examples of organizational support can be empowerment, freedom, supervisor support, approval of autonomy, and career development opportunities (Berg et al., 2010). Furthermore, high POS can provide employees with socioemotional, technological, financial, and practical resources (Eisenberger et al., 1986). These enable employees to be more productive and motivated because it ensures that they can better accomplish their work goals (Karatepe, 2015).

The principle of reciprocity suggests that employees who perceive these supportive behaviors by the organization will feel the obligation to respond to these behaviors by

entertaining positive attitudes towards their job, and exert behaviors that support the organization in return (Eisenberger, 1999) This makes high POS a facilitator for fulfilling personal needs that employees generally have, such as the need for affiliation, approval, and autonomy needs (Cheng & Yi, 2018; Rhoades & Eisenberger, 2001).

On the individual level, POS can provide an employee emotional support and self-esteem (Rhoades et al., 2001) which enable an employee to be more curious, take on challenges, and feel a sense of overall enjoyment. On a social level, high POS can improve communication and cooperation among co-workers (Rhoades & Eisenberger, 2002), and can increase an employee's access to ideas, assistance, and feedback (Eisenberger et al., 1986). For example, an employee who experiences high POS will feel more comfortable to share with their supervisor and colleagues that they would like to involve themselves in temporary team projects, and could feel more inclined to sign up for new projects once the opportunity arrives, compared to employees who do not feel supported by their organization in this way (Ingusci et al., 2016). The way high POS influences the employees' personal empowerment is expected to contribute to the effect job crafting has on the satisfaction of autonomy needs.

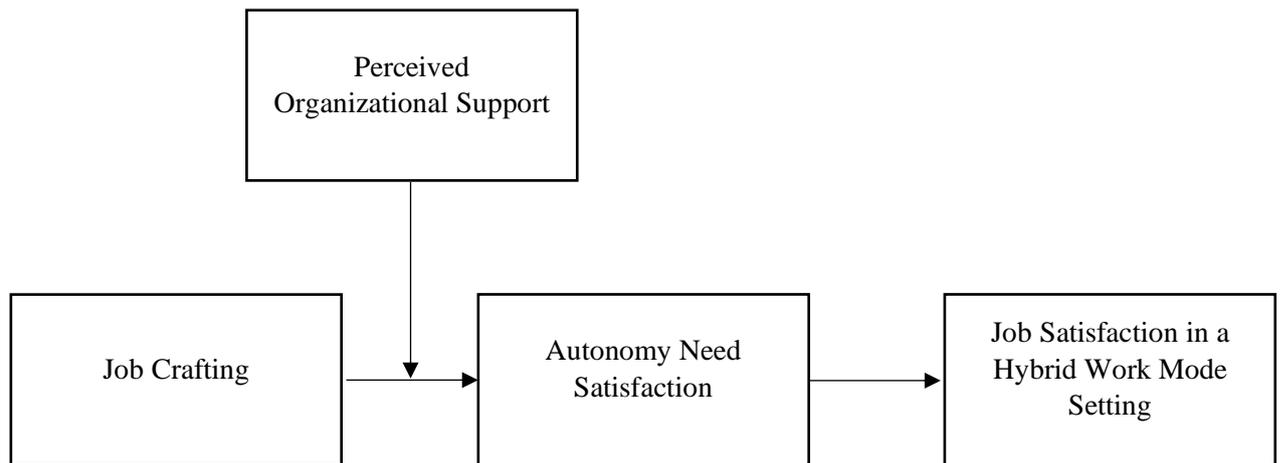
Based on the Job-Demands Resources model, it is expected that the relationship between job crafting and autonomy needs satisfaction is enhanced by high POS, due to an increased availability of resources (Bakker & Demerouti, 2007). The employee that engages in job crafting behavior and feels supported by the organization is therefore likely to experience increased autonomy over their working experience because they feel enabled to do so, compared to employees who do not sense this level of support by their organization.

Building on these findings, we argue that employees who perceive high organizational support will fully reap the benefits of the interaction between job crafting and autonomy need satisfaction, as these employees feel like they have more access to resources (Bakker & Demerouti, 2004; Cheng & Yi, 2018). Therefore, they will be more satisfied in their autonomy

needs when job crafting. In this way, the association between job crafting and autonomy needs satisfaction might be moderated by perceived organizational support, leading to hypothesis 3:

***H3:** Perceived organizational support moderates the relationship between job crafting and autonomy needs satisfaction, in that the relationship strengthens to the extent that organizational support is perceived.*

Figure 1: Research Model



Method

Participants and Design

This study follows a moderated mediation cross-sectional study design with one independent variable (Job crafting), one dependent variable (Job satisfaction in a hybrid work mode setting), one mediator (Autonomy Needs Satisfaction) and one moderator (Perceived Organizational Support). Respondents were sampled from the adult working population, who work at least 3 days a week and have experienced periods of both working on-site, and off-site in the past 6 months. Furthermore, participants were required to understand a sufficient level of English in order to fill out the questionnaire.

In total, 248 respondents participated in this study, of which 137 filled out the entire questionnaire. Additionally, participants were excluded from the data set if they either failed

one or both attention checks, if they declared not to give informed consent, or if they stated not to have had experience with hybrid working in the past 6 months. After filtering out these cases, the total sample size was defined to 122 participants. The group of participants consisted of 66 men (54.1%), 54 women (44.3%), and 2 participants identified as non-binary (1.6%). Of the total sample size, 86 participants lived in the Netherlands 26 in Germany, and 10 participants live elsewhere in Europe. The age of the respondents varied between 20 and 73 years old ($M = 44.1$, $SD = 15.25$). The experience participants had with working from home was nearly evenly distributed: 62 had no experience working from home (50.8%), where 60 participants did (49.2%). In total, 13 participants described their salary to be below average (10.7%), 65 indicated their salary was average (53.3%), and 44 stated their salary to be above average (36.1%).

Procedure

Data collection for this study took place from the 10th of March until the 10th of May 2022. The study was carried out in the context of graduating the Master Programme of Work-Organizational and Personnel Psychology and was approved of by the Behavioral and Social Sciences Ethics Committee. Respondents were gathered using a convenience sampling method. Therefore, the sampling method is a nonprobability type of sampling and mostly includes respondents who were easily accessible. Both researchers drew from their own network in order to find participants. Furthermore, the questionnaire was shared on online platforms such as on LinkedIn and in Facebook groups.

Respondents were asked to click on a link which directed them to the survey hosted by Qualtrics. Prior to taking part in the actual questionnaire, respondents were briefly introduced to the nature of the study and were asked to give informed consent. Participants were asked about their demographic information, distribution of working hours throughout the week, and lastly presented with the scales.

Measures and instruments

Job Crafting

Firstly, participants were presented with the Job Crafting Scale (Slemp & Vella Bodrick, 2014), consisting of 3 subscales (task crafting, relational crafting and cognitive crafting) and was measured through 15 items in total. Participants had to rate the extent to which they engaged in certain thoughts and behaviors at work on a 6-point Likert scale, ranging from (1) *hardly ever*, to (6) *very often*. Statements were answered in response to the question “*to what extent do you engage in the following thoughts or behaviors at work?*” An example of an item used to measure job crafting was “*(to what extent do you) give preference to work tasks that suit your skills or interests.*” The score for job crafting behavior was based on the mean rating of the items in this section. Cronbach’s alpha for this item cluster was 0.78.

Autonomy Need Satisfaction

Secondly, they were presented with the Basic Need Satisfaction Scale (van den Broeck et al., 2010) which measured the need for autonomy in a work-related setting, also consisting of 3 subscales and containing 23 items in total. The subscales measured the satisfaction of the need for autonomy, need for competence, and need for relatedness. Only the data from the need for autonomy subscale was used in this study. In order to measure the satisfaction of their need for autonomy, respondents had to rate the extent to which they agree with certain statements regarding a hybrid work setting on a 5-point Likert scale, ranging from (1) *strongly disagree*, to (5) *strongly agree*. An example of an item of this scale was “*the tasks I have to do at work are in line with what I really want to do.*” Similar to job crafting, a mean rating of this item set was used to calculate need for autonomy. Cronbach’s alpha for this item set was 0.83.

Perceived Organizational Support

Thirdly, they were presented with the scale for Perceived Organizational Support (Bergeron & Thompson, 2020), which measured the degree to which the employee perceived

to be supported by the organizations they worked for. Participants were asked to indicate the extent to which they agreed or disagreed with the presented statements regarding their work at home. The scale consisted of 9 items in total and was measured on a 5-point Likert scale, ranging from (1) *strongly disagree*, to (5) *strongly agree*. An example of an item from this scale is “*my organization is willing to extend itself in order to help me perform my job to the best of my ability.*” Cronbach’s alpha for this scale was 0.92.

Job Satisfaction in a Hybrid Work Mode

Lastly, the participants were presented with the Overall Job Satisfaction scale (Brayfield & Rothe, 1951), consisting of 18 items. The items themselves have not been altered, but in the introductory text the word “job” was changed to “hybrid job”. Participants were thus asked to rate the extent to which they agreed with certain statements when thinking about their hybrid job. They could rate their answers based on a 5-point Likert scale, ranging from (1) *strongly disagree*, to (5) *strongly agree*. An example of an item was “*I like my job better than the average worker does.*” Cronbach’s alpha for this scale was 0.92.

Analytic Strategy

To test the main effect - the relationship between job crafting and job satisfaction in a hybrid work mode setting (H1) - we used simple linear regression. To test the degree to which the relationship between job crafting and job satisfaction was mediated by need for autonomy (H2) and the degree to which the relationship between job crafting and autonomy need satisfaction was moderated by perceived organizational support (H3) we used Hayes Process Macro (model 7).

Results

Descriptive Statistics

The first step consisted of analyzing demographic and categorical variables. Means, SD’s, minimum and maximum scores, and skewness and kurtosis values for ratio variables are

presented in table 1. In order to test for possible associations across all dimensions, we computed a correlation matrix, which can be found in table 2.

Table 1

Sample Characteristics

Variable	M	SD	Min	Max	Skewness	Kurtosis
Total Working Hours	35.34	9.88	5	84	1.36	1.1
Hours working from home	19.63	10.24	2	60	0.78	8.18
Employment in years	12.11	12.08	0	40	0.89	-0.55
Children	0.45	0.86	0	4	1.96	3.2
Age	44.1	15.25	20	73	-0.08	-1.51

Table 2

Correlation Analysis.

Dimension	Mean	SD	1	2	3	4
1. Job Crafting	3.41	0.61	1			
2. Autonomy Need Satisfaction	3.75	0.71	0.15	1		
3. HW Job Satisfaction	3.75	0.67	0.24**	0.66**	1	
4. POS	3.68	0.72	0.06	0.5**	0.38**	1

Note: ** < .01 (two-tailed significance)

Testing of Assumptions

To verify whether using linear regression was justified, the assumptions for linear regression were initially tested with the use of a QQ-plot, PP-plot, a scatterplot of the residuals and a histogram (Appendix 1; free of outliers). The scatterplot of the residuals suggested that the data was linear and the variances were considered equal across all values of hybrid work job satisfaction; no specific shapes or patterns could be identified in the scatterplot. Therefore, the assumptions around linearity and homoscedasticity were met. The plots indicated that the data was not perfectly normally distributed. This trend was confirmed after plotting a histogram of the data, suggesting that the data seems to be left-skewed.

Additionally, we also conducted a Kolmogorov Smirnov's test, which assumes that data are gathered from normally distributed populations under the null hypothesis (Mishra et al., 2019). Kolmogorov Smirnov's test ($p = 0.096$), indicates that the data is normally distributed enough not to produce a significant p-value (Appendix 1; free of outliers). However, since linear

regression uses a t-test procedure, which is considered a robust statistical test, violation of the normality assumption will not lead to any major misinterpretations of the data (Gashemi & Zahediasl, 2012).

Hypotheses testing

To analyze the data and test the hypotheses we used SPSS and conducted a simple linear regression and Hayes process Macro, Model 7 (2018). In this model, job crafting served as the predictor variable, hybrid work job satisfaction as the dependent variable, and autonomy needs satisfaction as the mediator. Organizational support was the moderator variable between job crafting and autonomy needs satisfaction.

For our first hypothesis, we expected a main effect between job crafting and hybrid work mode job satisfaction. We tested this association using simple linear regression and found a significant result between job crafting and job satisfaction in a hybrid work mode ($b = 0.26$, $p = 0.008$), being consisted with hypothesis 1 (results can be found in table 3). In hypothesis 2, we tested indirect effects of job crafting on job satisfaction in a hybrid work mode through autonomy needs satisfaction. In contrast with our expectations, autonomy needs satisfaction did not mediate the relationship between job crafting and job satisfaction in a hybrid work mode, both when organizational support was high ($index = 0.615$, 95% $CI [-0.074, 0.262]$) and low ($index = -0.75$, 95% $CI [-0.217, 0.146]$). However, we did find a significant main effect for autonomy need satisfaction on job satisfaction in a hybrid work mode ($b = 0.6$, $p = 0.000$). This is in line with the rather high correlation we found between autonomy need satisfaction and hybrid work job satisfaction ($r = 0.66$). Additionally, our data revealed a significant main effect between autonomy needs satisfaction and perceived organizational support ($b = 0.49$, $p = 0.000$). No main effect was found between job crafting and autonomy needs satisfaction ($b = 0.081$, $p = 0.38$).

As for the interaction effect for hypothesis 3, where we posed organizational support to be a moderating variable between job crafting and autonomy needs satisfaction, we found no significant effect ($b = 0.22, p = 0.12$). In contrast, our data did reveal a significant main effect of perceived organizational support on autonomy need satisfaction ($b = 0.47, p = 0.000$).

Table 3

Model Estimation Results for Assessing Moderated Mediation Where Perceived Organizational Support Interacts to Job Crafting and Hybrid Work Mode Job Satisfaction Through Autonomy Needs Satisfaction.

Mediator Variable Model					
DV = Autonomy Needs Satisfaction					
Predictor	<i>B</i>	<i>SE</i>	<i>t(3;118)</i>	<i>LLCI</i>	<i>ULCI</i>
Constant	3.75	0.06	67.63**	3.64	3.86
Job Crafting	0.14	0.09	1.56	-0.04	0.33
POS	0.48	0.08	6.07**	0.32	0.63
Int.JC x Int.POS	0.22	0.14	1.57	-0.06	0.49

Conditional effect of the predictor at different values of the moderator				
	<i>Index</i>	<i>Boot SE</i>	<i>LLCI</i>	<i>ULCI</i>
Job Satisfaction if POS low	-0.72	0.1	-0.21	0.17
Job Satisfaction if POS high	0.58	0.1	-0.03	0.35

Dependent Variable Model					
DV = Hybrid Work Mode Job Satisfaction					
Predictor	<i>B</i>	<i>SE</i>	<i>t(2;119)</i>	<i>LLCI</i>	<i>ULCI</i>
Constant	1.51	0.25	6.14**	1.02	1.99
Autonomy	0.6	0.06	9.29**	0.47	0.72
Job Crafting	0.16	0.08	2.11*	0.01	0.31

Note: * $p < .05$; ** $< .01$ (two-tailed significance)

Discussion

The aim of this cross-sectional study was to uncover the effects of job crafting on job satisfaction in the context of hybrid work. We theorized a positive association and proposed that job crafting increased the extent to which employees were satisfied with their job in a hybrid setting, via increased satisfaction of autonomy needs (Cheng & Yi, 2018). Furthermore,

we theorized that this association will be stronger for those employees who perceive high organizational support because these employees perceive to have more emotional and practical resources available (Bakker & Demerouti, 2007; Eisenberger et al., 1986; Rhoades et al., 2001).

Firstly, the data supported our prediction indicating a main effect between job crafting and job satisfaction in a hybrid work mode. Our results suggest that employees who (partially) work from home and engage in job crafting experience higher levels of job satisfaction, compared to employees who engaged in job crafting less. This finding aligns with previous research on job crafting and job satisfaction (Demerouti, 2014; Tims et al., 2013; Cheng & Yi, 2018).

Secondly, we did not find any support for the role of autonomy needs satisfaction as a mediator between job crafting and job satisfaction for employees in a hybrid work mode. Therefore, it cannot be stated that employees who engage in job crafting, are more satisfied with their jobs because they fulfill their autonomy needs. This finding does not align with previous studies on the role of autonomy need satisfaction, that states that shaping ones job according to ones preferences will increase job satisfaction due to the satisfaction of autonomy needs (Cheng & Yi, 2018; Slemp & Vella-Brodrick, 2014). Our data did suggest an existing association between autonomy needs satisfaction and job satisfaction directly. This finding could be explained by previous research on autonomy in a hybrid work mode setting , which suggests that hybrid working can be seen as a form of job autonomy (Van Yperen et al., 2016). This form of autonomy can act as a buffer for high job demands and maintained intrinsic work motivation, both factors which have shown to play a role with job satisfaction (Bakker & Demerouti, 2007; Loher, 1985).

Lastly, we did not find any support for the moderating role of perceived organizational support on the association between job crafting and autonomy needs satisfaction. This is contrary to earlier suggestions that state that especially employees who perceive their

organization to be supportive will be able to reap the benefits of job crafting more fully (Cheng & Yi, 2018; Karatepe, 2015; Tims et al., 2013). However, this study did find an existing main effect between perceived organizational support and autonomy needs satisfaction, suggesting that employees who perceive their organization to be supportive of their needs and working experience feel that their autonomy needs are being fulfilled. This finding is in congruence with previous research on this topic by Leana et al. (2009), which also suggested that when employees perceive their organization to be supportive, their need for autonomy is more likely to be fulfilled.

Strengths, Weaknesses, and Future Directions

Although hybrid work has received increasing attention in occupational research over the past years, the link between job crafting and job satisfaction within the context of a hybrid work mode has not yet received much attention thus far (Ingusco et al., 2016). In this study, we aimed to look at this relationship through the lens of Self-Determination Theory (Deci & Ryan, 2017) and the Job-Demands Resources Model (Schaufeli et al., 2009). Our study has brought more insight into how job crafting behavior influences employees in a hybrid work mode by increasing their job satisfaction. Furthermore, we found a positive association between organizational support and autonomy need satisfaction within a hybrid context. Although these findings contribute to the body of literature around hybrid work, this study consisted some limitations that need to be considered.

Firstly, we collected respondents from the general working population. Since the characteristics of the population from which we drew respondents were broadly defined, many variables in our sample contained a wide range of values. An example of this is the amount of hours working from home, ranging from 2 to 60 hours. These variables could have been narrowed down into subpopulations or could have been statistically controlled for had the

sample size been larger (Spector & Branninck, 2011). A more homogenous sample could eliminate many confounding factors (Mishra et al., 2009).

Examples of measures that could have been more narrowly defined are hours spent working from home and organizational tenure (Brunelle & Fortin, 2021; Schaufeli et al., 2009). There are indications that employees who have worked within the organization for many years are more likely to benefit from the association compared to newer employees because they are more embedded within the organization, and are therefore more resilient and feel more part of the organization (Kniffen et al., 2020). Moreover, in regards to hours working from home, employees working off-site for 50% of their working hours (or more) seem to psychologically experience their jobs differently compared to employees working from home less than 50% (Brunelle & Fortin, 2021; Gajendran & Harrison, 2007).

Second, in regards to measuring the satisfaction of the need for autonomy, we used the *need for autonomy* subscale from the Basic Need Satisfaction Scale (van den Broeck et al., 2010). The use of this scale might have its shortcomings however, as measuring autonomy needsatisfaction through this instrument would only be reliable under the assumption that every employee is similar in the amount of autonomy that is needed in order to thrive and feel comfortable with. Van Yperen et al. (2014) found there were indeed differences among employees regarding their personal need for autonomy and structure. According to the authors, this notion has implications for employees who perform their jobs in a hybrid way, as hybrid working seems to be particularly effective for employees who have a high personal need for autonomy. Having a low need for autonomy within a hybrid setting will most likely create feelings of ambiguity and uncertainty, making hybrid work mode less effective for these employees. Considering that every employee has different needs around the amount of autonomy they feel comfortable with in order to thrive, it could be interesting to add personal need for autonomy as a moderator within the model, to account for differences among

employees regarding their personal needs. Future research could shed a light on the different levels of autonomy needed in order to actually experience autonomy need satisfaction.

Lastly, this study was unable to find the proposed mediation effect of autonomy needs satisfaction and moderation effect of perceived organizational support, contrary to earlier findings on this topic (Cheng et al., 2016; Gajendran & Harrison, 2007; van Yperen et al., 2014). A possible explanation could be the lack of mediation working from home already increased autonomy levels, regardless of job crafting activities, which left employees satisfied with their autonomy needs as a result of working context. Brunelle and Fortin (2021) propose that merely the introduction of a hybrid work mode already tends to raise autonomy levels, because employees have more freedom to make their own decision around their work. When working from home, employees are not under direct supervision, and can therefore uphold their own time-frame (Kniffen et al., 2020), organize their work-related activities more freely (Standen et al., 1999) and are less strained by feelings of regulation (Schaufeli et al., 2009). This freedom ensures an employee can satisfy their autonomy needs because they experience a sense of choice and psychological freedom, and see themselves as the initiator of their actions (van Yperen et al., 2014). In that regard, job crafting might not increase autonomy need satisfaction much further as the employee already has their autonomy needs fulfilled.

As for the lack of moderation effect, a possible explanation could be that the statistical power was insufficient, due to the sample size being too small and heterogeneous (Mishra et al., 2019). Another explanation could be that there is simply no interaction effect present for the population within this context and timing, and could therefore not lead to a significant result. To be more specific, the pandemic might have had an influence on the lack of interaction effect within this study. Many of the regulations around working context were imposed upon organizations by the government during the pandemic. This has naturally driven organizations and their managers to interact with their employees differently and show more support and

concern for their working experience, regardless of their motives (Nagel, 2020; Renaud, 2022). It can be considered that employees can both view this change in behavior by the management as being supportive and warm, or on the contrary, unavoidable and pragmatic in order to ensure organizational targets. An example from the POS-scale that could help support this notion could be “*My organization is willing to extend itself in order to help me perform my job to the best of my ability*” which might have led to invalid and unreliable results. Autonomy need satisfaction will then not increase extensively as a result of job crafting when POS is high, since they did not feel more supported by their organization in pursuing the fulfillment of their autonomy needs. Future studies could eliminate these confounding factors by altering the scale in an unambiguous way.

Implications

Building on our findings , we want to stress the role of job crafting and autonomy need satisfaction as important contributors to job satisfaction for people that perform their jobs in a hybrid way. Adapting to a hybrid work mode can come with challenges for employees who don't have that much experience with hybrid work, such as social isolation and a lack of engagement (Wörtler, 2017). Job crafting is thought to increase job resources and protect against high job demands (Van den Broeck et al., 2017), leaving employees with more leeway to experience a sense of satisfaction and thriving at their jobs. Increased demands and extended effort can create a sense of increased confidence and responsibility, adding to overall job satisfaction (Tims & Bakker, 2010). Stimulating job crafting behavior among employees could therefore be an effective strategy for managers to aid their employees in adapting to a hybrid work mode over time.

Even though job crafting is a bottom-up process, there are ways employers can help support job crafting, by creating an environment for the employee where they get to find out in what way job crafting could benefit them (Leana et al., 2009). Tools that could help with

creating this environment could be setting up 360-degree feedback rounds, focusing on job crafting through coaching by HR, and through providing the opportunity for employees to increase their involvement in new projects (Tims et al., 2012). According to Leana et al. (2009) the effects of job crafting on job satisfaction are strongest when done collaboratively, as opposed to individually. Since a hybrid work mode naturally decreases social interactions due to spending less time at the office, ensuring job crafting takes place collaboratively can be particularly beneficial.

In addition to that, perceiving high organizational support from the organization can enhance the levels of satisfaction employees experience around their autonomy needs, which has also shown to increase job satisfaction in a hybrid work mode (Cheng & YI, 2018). Managers should therefore be mindful of creating a supportive working climate within their organization and allow employees autonomy, in order to positively contribute to their hybrid working experience.

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Appendix

1. The Job Crafting Scale by Slemp and Vella-Brodrick (2014)

<i>Item</i>
Task Crafting
1. <i>Introduce new approaches to improve your work</i>
2. <i>Change the scope or types of tasks that you complete at work</i>
3. <i>Introduce new work tasks that you think better suit your skills or interests</i>
4. <i>Choose to take on additional tasks at work</i>
5. <i>Give preference to work tasks that suit your skills or interests</i>
Cognitive Crafting
6. <i>Think about how your job gives your life purpose</i>
7. <i>Remind yourself about the significance your work has for the success of the organization</i>
8. <i>Remind yourself of the importance of your work for the broader community</i>
9. <i>Think about the ways in which your work positively impacts your life</i>
10. <i>Reflect on the role your job has for your overall well-being</i>
Relational Crafting
11. <i>Make an effort to get to know people well at work</i>
12. <i>Organise or attend work-related social functions</i>
13. <i>Organise special events in the workplace (e.g., celebrating a coworker's birthday)</i>
14. <i>Choose to mentor a new employee (officially or unofficially)</i>
15. <i>Make friends with people at work who have similar skills or interests</i>

2. Need for Autonomy subscale of the Basic Needs Satisfaction Scale by van den Broeck et al. (2010).

<i>Item</i>
Need for Autonomy
1. <i>I feel free to express my ideas and opinions in this job.</i>
2. <i>I feel like I can be myself at my job.</i>
3. <i>At work, I often feel like I have to follow other people's commands.</i>
4. <i>If I could choose, I would do things at work differently.</i>
5. <i>The tasks I have to do at work are in line with what I really want to do.</i>
6. <i>I feel free to do my job the way I think it could best be done.</i>
7. <i>In my job, I feel forced to do things I do not want to do.</i>

3. Perceived Organizational Support by Bergeron & Thompson (2020) based on scale by Eisenberger et al. (1986).

Item

1. *My organization cares about my opinions*
2. *Help is available from the organization when I have a problem*
3. *My organization really cares about my well-being*
4. *My organization is willing to extend itself in order to help me perform my job to the best of my ability*
5. *Even if I did the best job possible, my organization would fail to notice*
6. *My organization cares about my general satisfaction at work*
7. *My organization takes pride in my accomplishments at work*
8. *My organization strongly considers my goals and values*
9. *My organization shows very little concern for me*

4. Overall Job Satisfaction Scale by Brayfield and Rothe (1951).

Item

1. *My job seems like a hobby to me.*
2. *My job is usually interesting enough to keep me from getting bored.*
3. *It seems that my friends are more interested in their jobs.*
4. *I consider my job rather unpleasant.*
5. *I enjoy my work more than my leisure time.*
6. *I am often bored with my job.*
7. *I feel fairly well satisfied with my present job.*
8. *Most of the time I have to force myself to go to work.*
9. *I am satisfied with my job for the time being.*
10. *I feel that my job is no more interesting than others could get.*
11. *I definitely dislike my work.*
12. *I feel that I am happier in my work than most other people.*
13. *Most days I am enthusiastic about my work.*
14. *Each day of work seems like it will never end*
15. *I like my job better than the average worker does.*
16. *My job is pretty uninteresting*
17. *I find real enjoyment in my work.*
18. *I am disappointed that I ever took this job.*