Master thesis Human Resource Studies

Do older employees use task crafting in order to reduce the perceived misfit with their job?

The influence of future time perspective and proactive personality - A diary study

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Abstract

This study was part of a larger study which entails four individual studies on the concept of job crafting among older employees. The effect of daily person-job misfit, proactive personality and future time perspective on daily task crafting was investigated, thereby taking into account the possible moderating effects of proactive personality and future time perspective on the relationship between daily person job misfit and daily task crafting. A booklet which contained a one-time questionnaire and five diary questionnaires was distributed among older employees working for three organizations in the care and welfare, hospitality and online marketing branch. This resulted in a sample of 108 respondents. Since no differences between the different days were found, the data was aggregated. Daily task crafting in this study was measured with one component special for older workers and one more general component. Hierarchical regression analyses were conducted and indicated that respectively daily person-job misfit, proactive personality and future time perspective were not significantly related to daily task crafting. Moreover, proactive personality seemed to have a significant moderating effect on the relationship between daily person-job misfit and daily task crafting. However, in contrast to what was expected by literature, employees with a low proactive personality use task crafting in order to reduce their perceived misfit with their job whereas employees with a high proactive personality do not.

Keywords: *Job crafting, daily task crafting, daily person-job misfit, proactive personality, future time perspective.*

Introduction

Today jobs call for more initiative as a result of global competition, faster innovation and changes in the nature of jobs (Frese & Fay, 2001). Traditionally the emphasis was on the top-down process of managers designing jobs for their employees (Hackman, 1980). However, little individual differences are taken into account with this approach (Hackman, 1980), while in fact people are all different and it is difficult for organizations to create optimal job designs for every single employee (Berg, Dutton & Wrzesniewski, 2007). Since a well designed job may lead to increased employee well-being and challenged employees (Tims & Bakker, 2010), in the last few years organizational researchers are more concerned with individuals designing their own jobs (Wrzesniewski & Dutton, 2001; Berg et al., 2010). This new concept is called "job crafting" and can be defined as: "the physical and cognitive changes individuals make in the task or relational boundaries of their work" (Wrezniewski & Dutton, 2001, p.179). Employees are in this sense seen as proactively changing their own job in a way that it better fits their abilities and preferences (Tims, Bakker & Derks 2011). Individuals thus might change parts of their jobs in order to fit their job better (Tims et al, 2011; Black & Ashford, 1995; Leana, Appelbaum & Shevchuk, 2009; Wrzesniewski & Dutton, 2001), instead of just performing the job that the organization created (Tims & Bakker, 2010). This assumes that people job craft in order to reduce their perceived person-job misfit. However, it is always assumed that people job craft because they do not fit their job, but this has never been researched. Therefore this research tries to address whether people indeed job craft, because they experience a person-job misfit.

Since older workers have changed motives, needs and values (Kanfer & Ackerman, 2004; Kooij, De Lange, Jansen, Kanfer & Dikkers, 2011), person-job misfit is expected to be more common among older workers. They may value other aspects of work when they become older (Kooij et al., 2011) while their job often stays the same (Ng & Feldman, 2009). Therefore the focus of this study is on the role of job crafting among older workers. It is expected that older workers try to adjust their job to their changing motives by shaping their job themselves (Wrzesniewski & Dutton, 2001), in order to motivate them to keep on working.

Future time perspective (FTP) plays an important role in successful aging at work (Zacher & Frese, 2011; Zacher & Frese, 2009) and is often changing when people become older

(Lang & Carstensen, 2002). FTP can be defined as the perception of an individual of his or her remaining time to live (Carstensen, 2006). At this time there has been no study that relates FTP to job crafting behavior. Since Wrzesniewski & Dutton (2001) suggest that individual needs stimulate people to job craft, there is expected that FTP will influence job crafting. The idea is that when individuals change their perception of time, their goal focus, motives and needs also change (Lang & Carstensen, 2002), which will induce them to job craft. Furthermore, since individual characteristics (such as FTP) are seen as important moderators between antecedents (i.e. person job misfit) and proactive behavior (i.e. job crafting) (Crant, 2000; Lyons, 2008), FTP is expected to be an important moderator between person job misfit and job crafting. Since individuals differ in their FTP, this may explain why some persons will job craft in order to reduce the perceived misfit and others not. Individuals with a larger FTP, in contrast with individuals having a shorter FTP, are more focused on opportunities at work (Zacher, Heusner, Schmitz, Zwierzanska & Frese, 2010) therefore they are more likely to engage in job crafting to reduce the misfit.

Also proactive personality is one of the motivators of proactive behaviors (such as job crafting) in the workplace (Erdogan & Bauer, 2005). People with a proactive personality are expected to engage in job crafting more easily than people that do not possess that characteristic (Tims & Bakker, 2010) since these persons show more innovative behavior at work. These persons are thus also more likely to reduce their perceived misfit with job crafting.

Recently, researchers suggest that daily variations in variables are interesting to research. Proactive behavior has been conceptualized in past research as a relatively stable concept. However, more recent research has shown that proactive behavior is also predicted by workplace factors and organizational variables (Fay & Freese, 2001; Morrisson & Phelps, 1999), and can thus fluctuate per day. Since job crafting, which can be seen as proactive behavior, has itself never been researched on a daily level, in this research daily variations in job crafting are taken into account. Also, person-job fit is expected to fluctuate per day, since the tasks that a job contains vary by day and since individuals and aspects of their environment change over time (Jansen & Kristof-Brown, 2006). Therefore this research also focuses on daily variations in person-job fit.

The goal of this research thus is to provide an insight in the way daily person-job fit influences daily job crafting and to what extent FTP and proactive personality influence this relationship. This leads to the following research question:

To what extent is the relationship between daily person-job misfit and daily job crafting among older workers moderated by proactive personality and future time perspective? And to what extent do proactive personality and future time perspective influence daily job crafting?

This study contributes in multiple ways to the existing literature about job crafting. There is always assumed that people job craft in order to retrieve a better person-job fit, but this has never been researched. With this research, the call of Tims and Bakker (2010) is answered to test whether person-job misfit indeed results in more job crafting and to see whether proactive personality influences this relationship. Since Wrzesniewski & Dutton (2001) added to this quest the importance of researching some individual moderators that are likely to affect job crafting, FTP is also taken into account. Furthermore this research contributes on how to deal with aging at work (Zacher & Frese, 2009). Finally, the variables job crafting and person job fit are researched on a daily level due to the dynamic feature of these variables. From a practical point of view, organizations can achieve more understanding in the process of job crafting. It is interesting to see whether job crafting is a manner for older employees to achieve a better fit with their job. This could motivate them to keep working for the organization. Furthermore it is interesting to see which role individual differences play, so that organizations can respond to this.

Theoretical Framework

Job crafting and person job-fit

The formal requirements of a job do not fully determine the boundaries of a job, the meaning of work and work identities. Individuals have some latitude to shape their own job (Wrzesniewski & Dutton, 2001); to act as "job crafters". According to Wrzesniewski and Dutton (2001), job crafting can be defined as: "the physical and cognitive changes individuals make in the task or relational boundaries of their work "(p. 179). Wrzesniewski and Dutton (2001) divide three forms of job crafting: changing physical task boundaries, changing cognitive task boundaries and changing the relational boundaries of one's job (Wrzesniewski & Dutton, 2001). Changing physical task boundaries implies that the form or the amount of activities that the job involves is being altered. In fact, this means that employees create a different job by doing fewer, more or different tasks than the formal job description prescribes. In contrast, changing cognitive task boundaries means altering how an employee sees the job, which can take different forms. A common one involves whether an employee sees the work tasks as integrated whole or as separate tasks. This influences the way in which employees approach the job. By changing relational boundaries one tries to influence the amount and quality of interactions with others in the workplace (Wrzesniewski & Dutton, 2001). For example, employees can change to what extent they want to involve with others at work.

Whereas job design is more focused on the structural features of the job that are constructed and imposed by managers, job crafting is a form of proactive behavior that focuses on employees making changes in their own job boundaries (Berg et al., 2007), often without the awareness of their supervisor (Lyons, 2008). In the past, proactive behavior, such as job crafting, has often been conceptualized as relatively stable individual characteristic (Bateman & Crant, 1993). However, as already suggested, more recent research has examined that proactive behavior is predicted by workplace factors and organizational variables (Fay & Frese, 2001; Morrison & Phelps, 1999), which indicates that proactive behavior such as job crafting can fluctuate per day. These findings suggest that proactive behavior is thus not a complete stable trait and that it includes a situational component as well. For this reason, job crafting in this

research will be approached as a daily fluctuating variable. Also Tims & Bakker (2010) suggested that job crafting does not necessarily contains a longer time focus, it is possible to occur as a solution of short duration during a demanding period. This also suggests that job crafting differs per day.

Job crafting reflects the effort of employees in order to attain a better fit with their own job preferences, competencies, needs and circumstances (Leana et al., 2009 ; Wrzesniewski & Dutton, 2001). This indicates that people are job crafting because initially they feel they do not really fit their job. In this case person-job fit can thus be seen as an antecedent of job crafting.

Person-job fit can be described as: "the relationship between a person's characteristics and those of the job or tasks that are performed at work" (Kristof-Brown, Zimmerman, Johnson, 2005, p. 284). Two basic conceptualizations of person-job fit can be outlined; demands-abilities fit and needs-supplies fit (Edwards, 1991). Demands-abilities fit exists when employees' skills, knowledge and abilities are in line with the requirements of the job, whereas needs-supplies fit occurs when employees' needs, desires or preferences are fulfilled by the job. Both conceptualizations are included in this study. Person-job fit thus pertains how an individual matches with a specific job (Lauver & Kristof-Brown, 2001).

According to Shipp and Jansen (2001) person-job fit is a dynamic variable, the tasks that the job contains vary by day and individuals and aspects of their environment change over time (Jansen & Kristof-Brown, 2006). Since individuals needs, abilities, goals or values may change because they are getting older, this may change the perceived fit with their job. As individuals get older, they may value other aspects of work (Kooij et al., 2011), while their job is often not changing (Ng & Feldman, 2009). This indicates that person-job misfit might be more common among older workers. Given that people job craft in order to attain a better fit with their environment, it is assumed that because older workers more often perceive a person-job misfit, this will induce them to job craft, in order to create a better fit with their environment. So, the higher the person-job misfit, the more a person will job craft. This idea is not totally new, since Frese and Fay (2001) already argued that dissatisfaction at work (such as perceived misfit) makes people more motivated to engage in proactive behavior.

This research focuses on the part of job crafting that involves changing physical task boundaries, since the variable person-job fit really focuses on the relationship between a person's characteristics and the job or tasks at work. Lyons (2008) furthermore predicted that the skills of the employee predicted task crafting. Since in this research we will focus on the person-job fit, which consists among others of the skills of an employee, there will be focused on task crafting only.

Hypothesis 1: Daily person-job misfit is positively related to daily task crafting.

The (moderating) effect of future time perspective

Not everyone will show proactive behavior (i.e. job crafting) in their work, since it depends on individual characteristics whether someone will show proactive behavior or not (Crant, 2000; Tims & Bakker, 2010; Lyons, 2008). Individual characteristics can thus explain why some persons are more likely to job craft than others. Future time perspective (FTP) is such a variable that differs per individual and plays an important role in the job crafting of older workers. The construct of FTP concerns how much time individuals think they have left and how they see that time (Cate & John, 2007). Since chronological age is systematically related to remaining time to live, FTP is an age related construct, which can change over time (Seijts, 1998; Kooij & Van de Voorde, 2011; Zacher & Frese, 2009).

According to Lang & Carstensen (2002), FTP is a bipolar variable, ranging from a limited (the feeling that time is running out) to an expansive (the feeling that there is enough time to do what one wants to do) future. The perception of time as either limited or expansive has consequences for the goals, preferences and even cognitive processes that people have (Carstensen, 2006).

Socioemotional Selectivity Theory (SST) proposes that age-related changes in the perception of time will result in changes in social goals (Kooij & Van de Voorde, 2011). An individual's perception of his or her remaining time to live, will determine the goals people select for themselves (Lang & Carstensen, 2002; Carstensen, Isaacowwitz & Charles, 1999). The selection of these goals will lead the actions that people take (Carstensen et al., 1999). According to SST two categories of goals especially change in importance as a function of perceived time.

These are the acquisition of knowledge and the regulation of emotional states (Carstensen, 2006). When people perceive their time as expansive (high FTP), their goals will be focused on optimizing the future (Lang & Carstensen, 2002). Such goals can be for example the acquisition of knowledge, expanding the breadth of knowledge or experiencing novelty (Carstensen, 2006). When people perceive their time as more limited (low FTP), people are trying to search for goals that can be realized in short time. Since the regulation of emotional states becomes more important, they search for goals that are more emotionally meaningful (Lang & Carstensen, 2002).

The subjective sense of remaining time has consequences for basic human processes such as motivation (Carstensen, 2006; Kooij & Van De Voorde, 2011; Zacher et al., 2010; Seijts, 1998). Individuals with a larger FTP are more motivated to search for opportunities at work and to search for novelty (Carstensen, 2006). Therefore it is expected that these persons are also more likely to task craft. Employees with a high FTP believe they have many new goals, options and possibilities in their future work and therefore they are expected to stimulate relevant actions and situations more often (Zacher et al., 2010). Individuals with a larger FTP are more focused on their future goals at work and thus want to invest in their development (Zacher & Frese, 2009) and therefore they are more likely to task craft.

In contrast, employees with a more limited FTP do focus less on the opportunities they have and expect they have limited opportunities in their personal work-related future (Zacher et al. 2010). It is expected that employees with a more limited FTP are less focused on the opportunities they have at work, therefore also trying to task craft less. It is expected that individuals with a lower FTP are more focusing on their social motives (Kooij et al., 2011) and thus want to focus on goals related to their social context instead of looking for opportunities at work (Zacher & Frese, 2009). Since they are less focused on work tasks, they are probable not trying to task craft.

Thus individuals with a more expansive FTP are more focusing on the opportunities they have. Consequently they will also perceive opportunities to task craft. In contrast, individuals with a more limited FTP are less focusing on work or opportunities they could have in their future at work, therefore they are also expected to task craft less.

Hypothesis 2: Future time perspective is positively related to daily task crafting

As already acknowledged, individual characteristics, such as FTP, are important moderators between antecedents (i.e. person job misfit) and proactive behavior (i.e. task crafting) (Crant, 2000; Lyons, 2008). FTP may thus explain why some persons will task craft in order to reduce the perceived misfit and others not. Individuals with a larger FTP are more likely to influence their perceived person-job misfit with task crafting, since they see opportunities to develop themselves and their jobs (Zacher et al., 2010) in order to retrieve a better fit. They are searching for an optimal future and therefore they are more motivated to reduce their perceived misfit with job crafting. In contrast, individuals with a shorter FTP are expected to focus more on the future outside their work (Zacher & Frese, 2009) and therefore they are not expected to focus on their perceived person job misfit. Individuals with a shorter FTP are thus expected to engage in task crafting less in order to reduce their perceived person-job misfit.

This idea is not totally new, since Ouwehand, de Ridder & Bensing (2008) already acknowledged that future temporal orientation was positively related with proactive coping. Proactive coping are processes which are used to identify and prevent possible goal threats, while trying to work towards personal goals. People concerned with the future were more likely to prevent stressful changes, such as a perceived misfit. It is thus likely that persons with a high FTP are more likely to proactively influence their experienced misfit by engaging in task crafting, since they are more focused on their future at work. It is thus expected that future time perspective will moderate the relationship between person-job misfit and task crafting.

Hypothesis 3: Future time perspective will positively influence the relationship between perceived daily person-job misfit and daily task crafting, such that the relationship between perceived daily person-job misfit and daily task crafting is stronger when FTP is high than when FTP is low.

The (moderating) effect of proactive personality

Bateman & Crant (1993) already introduced proactive personality as a construct that could identify differences among people in the extent to which they will show proactive behavior to influence their environments. Proactive personality can explain why some persons will task craft and others not, since people's personalities differ in being more or less proactive. As a result people approach situations with a different but general orientation of being proactive or not (Bateman & Crant, 1993).

Bateman & Crant (1993) defined proactive personality as: "The prototypic proactive personality, as we conceive it, is one who is relatively unconstrained by situational forces, and who effects environmental change. Proactive people scan for opportunities, show initiative, take action, and persevere until they reach closure in bringing about change" (p.105). In contrast, people that are not classified as proactive, tend to react to, adapt to and are shaped by their surroundings, they are relatively passive (Bateman & Crant, 1993). They fail to identify opportunities to change things and prefer to adapt to circumstances instead of changing them (Crant, 2000).

In this study the focus is on proactivity as an individual disposition, which is a stable behavioral tendency to take initiative in a broad range of situations (Bateman & Crant, 1993; Seibert, Kraimer & Crant, 2001). Proactive personality is capturing one's disposition toward proactive behaviors, which thus shows someone's potential to perform proactive behaviors, such as task crafting.

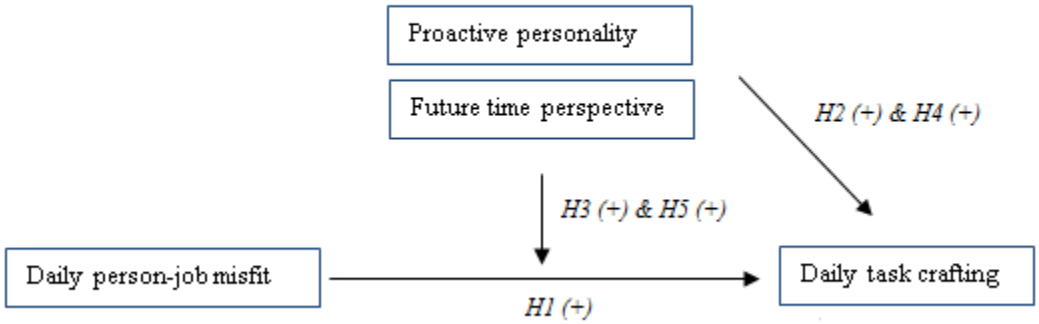
According to Crant (2000) proactive personality is one of the key antecedents of proactive behaviors such as task crafting. Proactive people are expected to engage in behavior at work that goes beyond their specific job requirements (Seibert et al., 2001). Also Tims et al. (2011) acknowledge that people with a proactive personality are more likely to respond to situations with proactive changes in their jobs. This thus assumes that people with a proactive personality are expected to engage in task crafting, while people that do not possess this characteristic will engage less in task crafting.

Hypothesis 4: Proactive personality is positively related to daily task crafting

As already suggested, it depends on individual characteristics whether people that perceive a person-job misfit will actually respond with job crafting. Bateman and Crant (1993) already assumed that proactive personality is a construct that identifies differences among people to the extent in which they will take action to influence their environment. This supposes that not all persons that perceive a misfit will also take action to influence this. It is assumed that persons with a proactive personality are more likely to create their own environment and that they are therefore also more likely to change those aspects of the job that do not fit them, in order to create more positive outcomes in their jobs (Seibert et al., 2001). This means that people with a proactive personality are more inclined to respond with task crafting when they perceive a person-job misfit. It is thus expected that a proactive personality will moderate the relationship between person-job misfit and task crafting in a positive way.

Hypothesis 5: Proactive personality will positively influence the relationship between perceived daily person-job misfit and daily task crafting, such that the relationship between perceived daily person-job misfit and daily task crafting is stronger when proactive personality is high than when proactive personality is low.

Figure 1: Conceptual model



Methods

Research design and procedure

This study was part of a larger study which entails four individual studies on the concept of job crafting among older employees. In order to measure the before mentioned hypotheses (see conceptual model Figure 1) a quantitative and explanatory research was conducted. As this research was among others aimed to reveal daily differences in person job misfit and task crafting, a booklet with a general questionnaire as well as a diary study was distributed (see Appendix A and B). Within the booklet the research was briefly introduced and furthermore there is explained how the participants' anonymity was guaranteed. The diary study included five working days. Diary studies are a method to collect and analyze data that are fluctuating from day to day and should therefore be measured on a daily basis. This method is valuable to explore short-term dynamics of experiences within and between individuals in the work context (Ohly, Sonnentag, Niessen & Zapf, 2010). Every respondent was asked to fill in the general questionnaire first and after that they had to complete the five brief questionnaires on five separate days. In the instruction of the daily questionnaires it was outlined that the days should be, if possible, five consecutive days. Furthermore the participants were asked to fill in the daily questionnaires at the end of the day in order to create a more reliable research. These days did not necessarily have to be full working days. It was emphasized to the participants that it was important to complete all questionnaires, since booklets with missing questionnaires were not used for this research.

Data collection took place in three Dutch organizations that were available in the network of the researchers. The three participating organizations were: Holland Casino Breda, an organization in the gambling industry; Revant, a rehabilitation center in the care and welfare branch and Sam Media, an organization in the online marketing sector. Since this organization operates internationally, both English and Dutch booklets were distributed. Within these three organizations, only participants with an age of 45 years or older were able to participate, also called purposive/criterion based sampling. The participants contributed voluntarily to this study.

Sample and respondents

Participants of this study had the age of 45 years or older, and worked for one of the three organizations. This research aimed to study task crafting among older employees, however in existing literature there is not a general age which defines older employees. Therefore it was decided to follow Armstrong-Stassen and Schlosser (2011) and De Lange, Taris, Jansen, Kompier, Houtman and Bongers (2010) who examined older workers with an age of 45 years and older. A total of 161 booklets were distributed among participants that met this criterion and 128 of them returned the booklet, which resulted in a response rate of 79.5%. Of these booklets 22 were distributed in English and 102 in Dutch. Two of the returned booklets were not useful, since the daily questionnaires were not complete for three of the five days. These booklets were deleted from the data file. The final sample consisted of 126 employees, with an age ranging from 45 to 64 years and an average age of 51.17 (SD=4.66). More than half of the respondents were male, namely 54,8% (N=69). With regard to the educational background, respondents ranged from primary education to academic education. The majority (47.6%) finished their higher education (N=60). Slightly more than half of the respondents stated that their health was good (60.3%), none of the respondents described their health as bad. A minority of the respondents (26.2%) had a managerial position. The characteristics of the sample are outlined in table 1.

Table 1: Characteristics of the sample N=126

Characteristic		***Mean / %***
Organization	Revant Holland Casino Sam Media	39.7% (\N=50) 34.1% (N=43) 26.2% (N=33)
Gender	Male Female	54.8%(N=69) 45.2% (N=57)
Age (in years)		51.17 (SD=4.66)
Education	Primary school Secondary school Secondary vocational education Higher education	0.8% (N=1) 18.3% (N=23) 23.0% (N=29) 47.6% (N=60)

	Postgraduate education	9.5% (N=12)
Health	Bad Moderate Good Very good Excellent	0% 7.9% (N=10) 60.3% (N=76) 24.6% (N=31) 7.1% (N=9)
Tenure (in years)		14.38 (SD=10.52)
Contractual hours		33.78 (SD=6.93)
Managerial position	Yes No	26.2% (N=33) 73.8% (N=93)

Quality of the data set

Some respondents did not fill out all of the five daily questionnaires. The booklets that were not complete were deleted from the data set. It was important to have a clearly structured SPSS data set, so that regression analyses could be done for all the different days and the general questionnaire. Therefore, for each respondent the data was entered in the file in the following order: general questionnaire and day 1, general questionnaire and day 2, etc.

Furthermore, there were Dutch and English translations available for all the scales used in this research. Only the task crafting scale was made up for this research, but for all the items used to make up that scale Dutch and English translations were available. For the adaption towards daily level for the person-job fit and the task crafting scale, there were only words added as ‘today’ and the items were changed in the past.

Furthermore, the scale of daily task crafting was adapted, since the items were not a scale where 5 is definitely higher than 1 (1= not, 2=sometimes, 3=often, 4=constant, 5=not applicable). 5 was therefore indicated as a systematic missing value. This resulted in less respondents for daily task crafting (N=108).

Instruments

The concepts that were measured in this thesis are (daily) task crafting, (daily) person job fit, future time perspective and proactive personality. All these concepts were measured in the general questionnaire. Person job fit and task crafting were also measured by the use of a diary study, since these variables were expected to reveal differences per day.

(Daily) person job fit: person job fit was assessed using Cable and DeRue's (2002) six item scale (for example: 'the attributes that I look for in a job are fulfilled very well by my present job') in which Cronbach's α was .89. The 5-point response scale ranged from "strongly disagree (1)" to "strongly agree" (5). Factor analysis and reliability analysis were done for the one-time questionnaire. Reliability analysis showed a good Cronbach's α of .890. By means of a Principal Component Analysis (PCA) the construct validity of the scale was tested, to check whether the existing scale measured the intended construct in this study. This factor analysis illustrated a KMO of .834 and a significant value on the Bartlett's test (p=.000). Furthermore, all items were loading on the same factor. The scale was adapted for the daily questionnaires, in order to suit the daily level. For instance the above mentioned item was formulated as: 'The attributes that I look for in a job were fulfilled very well today by my job'. As the formulation of these items was slightly different from the original scale, factor- and reliability analyses were conducted on day level. Factor analysis revealed adequate KMO values for all days (respectively 0.843, 0.869, 0.894, 0.840 and 0.869) with a significant value on the Bartlett's test (p=.000). Furthermore, all factor analyses showed that all six items were loading on one underlying factor (Appendix C). The reliability analyses found very good Cronbach α values for all five days (respectively 0.898, 0.934, 0.934, 0.909 and 0.905).

(Daily) task crafting: task crafting was measured by the 8 item scale of Volman (2011) (for example: "I, by myself, change my work to make it more pleasant"). Cronbach's α of the original scale in the study of Volman (2011) was .825. The scale was revised and expanded with some items of the scale examined in Holstein's qualitative study (2011), in order to fit the sample of older workers. An example question was: 'I, by myself, arrange tools that help me perform my tasks'. The original scales were also adapted to suit the daily questionnaire (for example: Today I, by myself, arranged tools that helped me perform my tasks). The final scale consisted of 14 items that can be found in the questionnaire in Appendix A or B.

For the one-time questionnaire the 7-point response scale ranged from “never (1)” to “always (7)”. For the daily questionnaire the scale was revised, the possible answer categories were (1) not, (2), sometimes, (3) often, (4) constantly and (5) not applicable. Since this was not a scale where (1) is definitely lower than (5), (5) was indicated as systematic missing variable. Based on the one-time questionnaire the total scale was tested. Factor and reliability analyses were conducted. Although the reliability of the total scale was good (Cronbach’s α=.842), PCA showed the possibility of three factors. Since two items had a very low communality and, calculating reliability again, two items showed a high alpha if item deleted, these four items were deleted. The new factor analysis showed the possibility of two factors, however since these factors theoretically cannot be explained; it was decided to do confirmatory factor analysis. Based on Selection, Optimization and Compensation (SOC) theory it was expected that task crafting could be different for older employees. SOC theory describes that older employees might cope with age-related losses by selecting certain important outcomes (item from the questionnaire: ‘I, by myself, select certain tasks to focus on’) or by optimizing resources in order to achieve these desirable outcomes (‘I, by myself, arrange tools that help me perform my tasks’). Furthermore they can compensate for outcomes which they cannot achieve anymore (‘I, by myself, take on tasks that use my knowledge and experience to the fullest’) (Baltes, Staudinger & Lindenberger, 1999). An older employee might for example use alternative strategies to be able to attain the desired outcomes (Zacher & Frese, 2011). Based on this theory a specific task crafting component for older workers was proposed and in addition a more general task crafting component. The general task crafting component entailed job quality aspects such as making the job more challenging, alternate, easily or more pleasant, and shows whether people are willing to invest in their job. The specific task crafting component entailed aspects such as selecting certain tasks, reducing the number of tasks and arranging tools in order to cope with age related losses. Confirmatory factor analysis (CFA) showed that the proposed model had a sufficient fit (Chi square 56.00 dof 32, GFI=.92, CFI=.96, RMSEA=.08) for the one-time questionnaire, since RMSEA was ≤ .08. Furthermore, the CFI and the GFI were acceptable since the values were above .9. CFA showed that two factors could be extracted (see Appendix B for the items that were included), one consisting of the more general task crafting (GTCg) items and another with more specific task crafting (GTCs) items for older workers (for example: “I, by myself, select

certain tasks to focus on”). The final reliability for the one-time questionnaire showed a Cronbachs α of .876 for the first factor and .736 for the second factor. Based on the CFA conducted for the one-time questionnaire, the same scale was tested for the daily questionnaire. In order to check the reliability of the two factors, Cronbachs α was calculated for both of the factors for all five days. Cronbachs α of the first factor, daily task crafting general (DTCg), was acceptable for all days (respectively .761, .783, .875, .805, .865). For the second factor, daily task crafting specific (DTCs), Cronbachs α was acceptable for four of the five days (.742, .670, . 804, .748, .762). The factor loadings and the fit indices were acceptable for all days (see Appendix D).

Proactive personality: proactive personality was measured with the 6-item version of the Proactive Personality Scale (PPS; Bateman & Crant, 1993) that was translated into Dutch and validated by Claes, Beheydt and Lemmens (2005). The 6-item version of Bateman & Crant (1993) correlated .92 with the original 17-item scale. The 6-item scale was used by Tims et al. (2010) in which Cronbach’s α was .88. An example item is “if I see something I don’t like, I fix it”. The 5-point response scale ranged from “totally disagree” (1) to “totally agree”(5). The reliability analysis in this study showed an insufficient Cronbach’s α of .668. However, all Cronbach’s α‘s if item deleted were lower than .668 and all corrected item total correlations were above .3. So all items contributed to the reliability in a positive way. PCA illustrated a KMO of .729 and a significant value on the Bartlett’s test (p=.000). The results of the factor analysis indicated the option of two factors as there were three items of the scale which also loaded on a second component (see Appendix E). However, the second component only had a small Eigenvalue of 1.006 in comparison to the first component (2.266). The Screeplot furthermore indicated a clear break between component one and two. On the basis of these facts, a one factor solution was forced.

Future time perspective: future time perspective was measured with the 10-item scale from Lang and Carstensen (2002), which already had been validated in previous studies (Cate & John, 2007; Zacher & Frese, 2009). This scale was used by Bal, Jansen, van der Velde, de Lange and Rousseau (2010) in which Cronbach’s α was .80. An example item is: “I have the sense that time is running out”. The 5-point scale ranged from (1) “totally disagree” to (5) “totally agree”. Reliability analysis showed that the internal consistency of this scale was weak, since

Cronbach's α of the scale was .469. Also item 29 harmed the reliability of the total scale, since Cronbach's α if item deleted was .743. Besides, Corrected Item Total Correlation values were insufficient for items 23, 24, 29 and 31, since these items had values below 0.3. Factor analysis (PCA) illustrated an acceptable KMO of .700 and a significant value on the Bartlett's test (p = .000). The results of the factor analysis however also showed the option of four factors. The first factor had a big Eigenvalue of 3.086 in comparison to the other three factors (respectively 1.366, 1.228 and 1.056). On basis of these facts it was decided to reduce the scale, since the hypotheses were good measurable with one factor. It was important to keep the scale balanced in terms of opportunities and limitations. The first factor showed this balance, it both captured items of opportunities and one of the three limitation items. Therefore it was decided to only take into account the first factor; with items 27,28,30,31 and 32 (see Appendix F). The KMO value of the new factor analysis was .757 and Bartlett's Test of Sphericity was significant (p=.000). In the new factor analysis item 30 only showed a communality of .274, however since the factor loading of this item was .523 and the content of the item suits the scale, it was decided to keep this item. The reliability analysis of the new scale showed a Cronbach's α of .744.

Control variables: These were examined in order to see whether the hypotheses that were tested were not influenced by other factors (Singleton & Straits, 2005). First of all the task crafting components of the one-time survey were taken into account. These more general concepts would probably influence the respondent's daily level of task crafting. The items measured in the one-time survey were more trait-like concepts that would probably influence the experiences of a person on day level. Sonnentag (2003) did the same in her study on recovery, work engagement and proactive behavior. The day-level proactive behavior was controlled for by the trait proactive behavior. Educational level is another possible control variable, since Tims et al. (2011) suggested that educational level might be positively related to opportunities for job crafting. Another control variable that is taken into account is organization, since there were three different organizations in this study, all operating in a different branch. There was expected that these organizations could differ from each other. Furthermore hours could be included as control variable, since older employees are expected to work less hours a week (Kanfer & Ackerman, 2004). Working less hours a week means having less time and opportunities to job craft. Another possible control variable is managerial position. Berg et al. (2010) suggest that

employees at lower ranks have jobs in which they could create more opportunities to job craft, while higher-rank employees in positions with greater formal autonomy and power feel more constrained. Next, tenure could also be included, since Berg et al. (2010) argue that employees that work longer for an organization treat their job as more fixed, while employees working shorter tenure are more trying to alter aspects of their job. Last health could be taken into account as control variable. As already assumed, older employees are likely to job craft in a different way than younger employees in order to cope with age-related losses. Health is such a loss often accompanied with getting older. It is therefore likely that older employees with a bad health are more likely to task craft in a way that it makes their work more easy to do or less demanding to do. Based on the correlation in the correlation matrix there was decided which control variables to take into account (see results section, table 7).

Statistical analysis

Data analyses were conducted using the statistical software program SPSS. The dataset was checked for outliers and missing values. Due to the indication of (5) as systematic missing variable in the daily task crafting scale, there were many missing values, which resulted in a total of 108 useful respondents. Subsequently, reliability analyses and factor analyses were conducted for all scales used in this study in order to test the scales for both construct validity and reliability. Next, a one-way between group analysis of variance was conducted to see whether the variance between persons was larger than within one person. The results showed that the difference was larger between different persons for daily task crafting general ($F=6.268$, $p<.01$), daily task crafting specific ($F=10.665$, $p<.01$) and daily person-job fit ($F=6.781$, $p<.01$), than within one person. This shows that within one person the variables were not as dynamic as expected. Furthermore, intraclass correlations (ICC's) were calculated in order to test whether the dynamic variables (i.e. daily person job fit and daily task crafting) were in fact fluctuating per day or not (see table 2). ICC1 represents the amount of individual-level variance (the variance explained by the persons) that can be explained, while ICC2 represents the reliability of the group means. Since ICC2 values were all above .80, these values are evaluated as good. These results indicated that a larger percentage of variance was explained by the person, rather than by the days.

Therefore there could be concluded that the data differed more between person than within persons. As a result there was decided to aggregate the data.

Figure 2: Intraclass Correlations

Variable	ICC1	ICC2
Daily person-job fit	.536	.852
Daily task crafting general	.517	.842
Daily task crafting specific	.646	.901

Afterwards a hierarchical multiple regression analysis was done over the aggregated file. This was done for the direct relationships (H1,H2,H4,H6), as well as for the moderating relationships (H3 and H5). For the moderating hypothesis a new variable was created by multiplying the standardized scores of daily person job fit and respectively future time perspective and proactive personality. These new variables were regressed on the dependent variable task crafting. For both daily task crafting components (i.e. task crafting general and task crafting specific) regression analyses were done separately. Furthermore, post-hoc analyses were done to see whether there were different results when only taken into account the variables on general level instead of the daily variables. Table 3 shows the sequence of entering the variables in the regression analysis.

Table 3: Sequence of entering the variables in the regression analyses

Block in SPSS	**Hypothesis 1**	**Hypothesis 2**	**Hypothesis 3**	**Hypothesis 4**	**Hypothesis 5**
Dependent variable	Task crafting general / specific	Task crafting general / specific	Task crafting general / specific	Task crafting general / specific	Task crafting general / specific
Block 1	Control variables	Control variables	Control variables	Control variables	Control variables
Block 2	Person job fit	Future time perspective	Person job fit	Proactive personality	Person job fit
Block 3			Future time perspective		Proactive personality
Block 4			Interactie ZPJfit X ZFTP		Interactie ZPJfit X ZProactpers

For the two task crafting components and for daily person job fit there will be used abbreviations in the results (see table 4).

Table 4: Abbreviations

Variable	**Abbreviation**
Task crafting general (one-time survey)	GTCg
Task crafting specific (one-time survey)	GTCs
Daily task crafting general	DTCg
Daily task crafting specific	DTCs
Daily person job fit	DPJ-fit
General person job fit	GPJ-fit

Results

Anova

First, an one-way between groups analysis of variance was conducted to explore whether there is a difference between the three organizations on both dependent variables. Table 5 and 6 show that there is a significant difference between the three organizations for both dependent variables DTCg and DTCs. The Tukey HSD test indicates that the mean score for organization 3 (M-DTCg=.80364, SD=.11045 and M-DTCs=.77785, SD=.08983) is significantly different from Group 1 (M=-.09483 and -.07843, SD= .10243 and .08330) and Group 2 (M=-.09483 and .07843, SD=.10243 and .08330). Group 1 and 2 are not significantly different from each other. Therefore, only organization 3 (Sam Media) is included in the correlation matrix as a possible control variable.

Table 5: Anova – daily task crafting general

	Sum of squares	Df	Mean square	F	Sig.	Levene statistic	Sig.
Org. code	14.269	2	7.135	29.416	.000	.490	.614

Table 6: Anova – daily task crafting specific

Org. code	Sum of squares	Df	Mean square	F	Sig.	Levene statistic	Sig.
	13.537	2	6.769	42.194	.000	3.059	.050

Correlations

The mean, standard deviations (SD) and Pearson correlations for all the variables in this study are provided in table 7. Noticeable is that the mean of DTCs (M=1.85, SD=.56) is quite lower than the mean of DTCg (M=2.04, SD=.62). A paired-samples t-test shows that the mean scores of DTCg and DTCs are significantly different from each other (Table 7). This is a striking finding, since it was expected that the sample of older workers would probably engage in DTCs more. The results indicate that older people engage more in DTCg. Furthermore, it is good to notice that DTCg and DTCs are highly correlated (r=.709, p<.01).

Table 7: Results paired sample t-test for mean difference between DTCg and DTCs

Pair 1	DTCg DTCs	Mean .17511	SD .45815	t 3.879	Df 102	Sig. (2-tailed) .000

It appears that the correlations between DPJ-fit and respectively DTCg and DTCs are not significant. Also no significant correlation is shown between FTP and both outcome variables. For proactive personality a small significant negative correlation is shown only for DTCs ($r=-.281$, $p<.01$), which is in the opposite direction of what is expected. Proactive personality does not illustrate a significant correlation for DTCg.

While examining the control variables, it is obvious that both GTCg and GTCs correlate significantly with DTCg (respectively $r=.465$ and $r=.422$, $p<.01$) and DTCs (respectively $r=.339$ and $r=.359$, $p<.01$) as expected and are therefore used as control variable. Also the correlation of both DTCg and DTCs with educational level, contractual hours and organization 3 are significant. Since these control variables also correlate with some of the independent variables in the model, these variables may influence the hypothesized relationships. Therefore, these control variables are taken into account in the further regression analyses. Health only correlated with daily person job fit ($r=.253$, $p<.01$) and future time perspective ($r=.389$, $p<.01$) but with none of the dependent variables. Tenure only correlated with daily task crafting general and daily task crafting specific, but not with one of the independent variables. Managerial job shows no correlation with one of the variables. These variables are therefore not used as control variable in the further analyses.

Table 7: Means, standard deviations and correlations

Variable	**M**	**SD**	**1**	**2**	**3**	**4**	**5**	**6**	**7**	**8**	**9**	**10**	**11**	**12**	**13**
1. Org3	0.26	0.44	1												
2. Health	3.31	0.72	.045	1											
3. Contract. hours	33.78	6.93	.443**	.141	1										
4. Education	3.47	0.93	.381**	.221*	.189*	1									
5. Managerial job	0.74	0.44	-.056	-.070	-.220*	-.008	1								
6. Tenure	14.38	10.52	-.622**	-.042	-.191*	-.283**	-.089	1							
7. GTCg	3.98	1.05	.298**	.252**	.251**	.273**	-.196*	-.159	1						
8. GTCs	3.39	0.91	.296**	.120	.321**	.125	-.280**	-.129	.638**	1					
9. DPJ-fit	3.65	0.57	.087	.253**	.011	.143	-.013	-.051	.275**	.103	1				
10. FTP	3.36	0.58	.071	.389**	.094	.115	-.164	-.026	.226*	.169	.312**	1			
11. Proactive personality	3.66	0.43	.204*	.165	.414**	.187*	-.023	-.096	.320**	.303**	.152	.326**	1		
12. DTCg	2.04	0.62	.518**	.111	.194*	.232*	-.165	-.401**	.465**	.422**	.131	.155	.167	1	
13. DTCs	1.85	0.56	.617**	-.039	.318**	.327**	-.156	-.388**	.339**	.359**	.033	.139	-.281**	.709**	1

* p<.05 (2-tailed) ** p<.01 (2-tailed)

Regression

In order to test the hypotheses that were proposed in the theoretical framework, hierarchical regression analyses were conducted. All hypotheses were analyzed two times for both task crafting components (DTCg and DTCs) separately. The control variables were entered in model 1. Education, organization 3 and hours were controlled for in all analyses. GTCg was only taken into account when the dependent variable was DTCg, GTCs only when the dependent variable was DTCs.

Hypothesis 1 stated that daily person-job misfit is positively related to daily task crafting. Table 9 presents the results for the effect of DPJ-fit on DTCg. Adding the control variables in model 1 explains 38.2% of the variance in DTCg. Both organization 3 (β=.463, p<.01) and GTCg (β=.358, p<.01) have a significant effect in model 1. After entry of DPJ-fit in model 2, the total explained variance does not show a significant change (R^2Change=.000, F change =.001, p>.10). DPJ-fit is not a significant predictor of DTCg (β-.003, p>.10). Table 10 presents the results for the effect of daily PJ-fit on DTCs. Adding the control variables in model 1 explains 42.4% of the variance in DTCs. Both organization 3 (β=.518, p<.01) and GTCs (β=.190, p<.05) have a significant effect in model 1. Entry of daily PJ-fit, does not result in a significant change in total explained variance (R^2Change=.002, F change =.395, p>.10). This shows that DPJ-fit does not significantly predict DTCs (β=-.048, p>.10). Since DPJ-fit does not significantly predict both DTCg and DTCs, it can be stated that Hypothesis 1 is not supported.

Table 9: Regression Hypothesis 1 with DTCg

Variables	Model 1	Model 2
Organization 3	.463**	.463**
Education	-.024	-.023
Hours	-.096	-.096
GTCg	.358**	.359**
DPJ-fit		-.003
R^2	.382	.382
R^2 Change	.382	.000
F Change	15.605**	.001

Dependent variable: daily task crafting general
*Notes: ** = p<0.01 *=p<0.05 #=p<0.10*

Table 10: Regression Hypothesis 1 with DTCs

Variables	Model 1	Model 2
Organization 3	.518**	.519**
Education	.105	.111
Hours	.008	.005
GTCs	.190*	.195*
DPJ-fit		-.048
R^2	.424	.427
R^2 Change	.424	.002
F Change	18.796**	.395

Dependent variable: daily task crafting specific
*Notes: ** = p<0.01 *=p<0.05 #=p<0.10*

Further, Hypothesis 2 was tested. Hypothesis 2 stated that FTP is positively related to daily task crafting. Table 11 illustrated the results for the effect of FTP on DTCg. FTP has no significant effect on DTCg (β=.057, p>.10). In model 1 the control variables were entered, explaining 38.2% of the variance (Fchange= 15.605, P<.01). Both organization 3 (β=.463, p<.01) and GTCg (β=.358, p<.01) have a significant effect in model 1. Entering FTP in model 2 does not show a significant change (R^2change=.003, F change=.492, p>.10). The same applies to the effect of FTP on DTCs (Table 12). FTP has no significant effect on DTCs (β=.060, p>.10). It can be concluded that Hypothesis 2 is not supported for both DTCg and DTCs.

Table 11: Regression model Hypothesis 2 with DTCg

Variables	**Model 1**	**Model 2**
Organization 3	.463**	.465**
Education	-.024	-.027
Hours	-.096	-.099
GTCg	.358**	.346**
FTP		.057
R^2	.382	.385
R^2 Change	.382	.003
F Change	15.605**	.492

Dependent variable: daily task crafting general

*Notes: ** = p<0.01 *=p<0.05 #=p<0.10*

Table 12: Regression model Hypothesis 2 with DTCs

Variables	**Model 1**	**Model 2**
Organization 3	.518**	.520**
Education	.105	.099
Hours	.008	.005
GTCs	.190*	.181*
FTP		.060
R^2	.424	.428
R^2 Change	.424	.003
F Change	18.796**	.616

Dependent variable: daily task crafting specific

*Notes: ** = p<0.01 *=p<0.05 #=p<0.10*

Hypothesis 3 stated that FTP will positively influence the relationship between perceived daily person-job misfit and daily task crafting, such that the relationship between perceived daily person-job misfit and daily task crafting is stronger when FTP is higher than when FTP is low. In table 13 the results for the moderating effect of FTP on the relationship between DPJ-fit and DTCg are presented. FTP has no significant influence on the relationship between DPJ-fit and DTCg (β=.034 p>.10). In all four models, the control variables organization 3 and GTCg have a significant effect. The total explained variance of model 4 is 38.6%, however entering the interaction effect does not show a significant change (R^2change=.001, F change=.172, p>.10). FTP has no significant effect on the relationship between DPJ-fit and DTCg. The same applies

for the moderating effect of FTP on the relationship between DPJ-fit and DTCs (table 14). FTP has no significant influence on the relationship between DPJ-fit and DTCs (β=.015, p>.10). Since FTP has no significant influence on the relationship between PJ-fit and DTCg or DTCs, it can be stated that Hypothesis 3 is not supported.

Table 13: Regression model hypothesis 3 with DTCg

Variables	Model 1	Model 2	Model 3	Model 4
Org. 3	.463**	.463**	.465**	.474**
Education	-.024	-.023	-.026	-.032
Hours	-.096	-.096	-.100	-.102
GTCg	.358**	.359**	.350**	.347**
DPJ-fit		-.003	-.020	-.018
FTP			.062	.060
DPJ-fit * FTP				.034
R^2	.382	.382	.385	.386
R^2 Change	.382	.000	.003	.001
F Change	15.605**	.001	.539	.172

Dependent variable: daily task crafting general
*Notes: ** = p<0.01 *=p<0.05 #=p<0.10*

Table 14: Regression model hypothesis 3 with DTCs

Variables	Model 1	Model 2	Model 3	Model 4
Org. 3	.518**	.519**	.523**	.527**
Education	.105	.111	.106	.103
Hours	.008	.005	.000	-.001
GTCs	.190*	.195*	.185*	.185*
DPJ-fit		-.048	-.072	-.072
FTP			.082	.081
DPJ-fit * FTP				.015
R^2	.424	.427	.432	.433
R^2 Change	.424	.002	.006	.000
F Change	18.796**	.395	1.028	.036

Dependent variable: daily task crafting specific
*Notes: ** = p<0.01 *=p<0.05 #=p<0.10*

Next, Hypothesis 4 stated that proactive personality is positively related to daily task crafting. The results for the effect of proactive personality on DTCg can be found in table 15. Proactive personality has no significant effect on DTCg (β=.002, p>.10). In model 1 the control variables were entered, explaining 38.2% of the variance. Both organization 3 (β=.463, p<.01) and GTCg (β=.358, p<.01) have a significant effect in model 1. Entering proactive personality in the model does not significantly change the model (R^2change=.000, F change=.000, p>.10).The same can be concluded for the effect of proactive personality on DTCs (Table 16). Proactive personality has no significant effect on DTCs (β=.121, p>.10). It can be concluded that Hypothesis 4 is not supported for both DTCg and DTCs.

Table 15: Regression model hypothesis 4 with DTCg

Variables	Model 1	Model 2
Org. 3	.463**	.463**
Education	-.024	-.024
Hours	-.096	-.097
GTCg	.358**	.357**
Proactive personality		.002
R^2	.382	.382
R^2 Change	.382	.000
F Change	15.605**	.000

Dependent variable: daily task crafting general
*Notes: ** = p<0.01 *=p<0.05 #=p<0.10*

Table 16: Regression model hypothesis 4 with DTCs

Variables	Model 1	Model 2
Org. 3	.518**	.524**
Education	.105	.090
Hours	.008	-.035
GTCs	.190*	.167*
Proactive personality		.121
R^2	.424	.436
R^2 Change	.424	.011
F Change	18.796**	2.048

Dependent variable: daily task crafting specific
*Notes: ** = p<0.01 *=p<0.05 #=p<0.10*

Concerning Hypothesis 5, which focuses on the reinforcing effect of proactive personality on the relationship between perceived DPJ-misfit and daily task crafting, the results are presented in table 17 and 18. Table 17 shows the results for the moderating effect of proactive personality on the relationship between DPJ-fit and DTCg. In all four models, the control variables organization 3 and GTCg have a significant effect. Model 3 makes clear that proactive personality has no significant effect on DTCg (β=.002, p>.10). However, proactive personality does appear to be a significant positive moderator in the relationship between DPJ-fit and DTCg (β=.203, p<.05). Model 4 explains 41.7% of the variance in DTCg and the R^2Change is .035, which is a significant change (Fchange = 5.893, p<.05). A more outlined explanation of the significant moderating effect is shown in the interaction plot in figure 2. There should be noticed that Hypothesis 5 involves DPJ-*mis*fit, but that the variable used to measure this is DPJ-fit, this should be taken into account while interpreting the results. The plot does not show that the relationship between daily PJ-misfit and DTCg is stronger when proactive personality is high than when proactive personality is low, which Hypothesis 5 states. Instead, it shows that in case of a low proactive personality, a low daily PJ-fit (a high misfit) leads to more daily task crafting general. In case of a high proactive personality, a low daily PJ-fit (a high misfit) leads to less daily task crafting general. This shows that people with a proactive personality are not more inclined to respond with DTCg when they perceive a misfit, but that people without a proactive

personality are more likely to respond with DTCg when they perceive a misfit. This shows that proactive personality buffers the relationship between daily PJ-misfit and DTCg. Having a high proactive personality, means that a perceived DPJ-misfit does result in less DTCg. Since Hypothesis 5 states that proactive personality has a reinforcing effect on this relationship, this hypothesis is rejected for DTCg.

The results for the moderating effect of proactive personality on the relationship between daily PJ-misfit and DTCs can be found in table 18. In all four models, the control variables organization 3 and GTCg have a significant effect. Model 3 makes clear that proactive personality has a weak positive direct effect on DTCs (β=.130, p>.10), however, this effect is not significant. Nevertheless, the interaction effect of proactive personality on the relationship between daily PJ-fit and DTCs seems to be marginally significant (β=.159, p<.10). Model 3 explains 46.1% of the explained variance in DTCs. The improvement of the model, after adding this interaction, is also marginal significant (R^2change = .021, F change=3.858, p<.10). Figure 2 shows how the interaction effect can be interpreted. The graph shows that in case of low proactive personality, a low DPJ-fit (a high misfit) leads to more DTCs. Expected was that a low DPJ-fit (a high misfit) leads to more DTCs when proactive personality is high. The same result was found for DTCg in figure 1. Furthermore, figure 3 shows that the interaction between DPJ-fit and proactive personality only affects the level of DTCs under condition of low proactive personality. Therefore, Hypothesis 5 is also rejected for DTCs. In case of a low proactive personality, a high DPJ-misfit resulted in more DTCg and DTCs, for a high proactive personality the results were not the same for both DTCg and DTCs. The relationship between DPJ-misfit and DTC is stronger negative in case of low proactivity.

Table 17: Regression model hypothesis 5 with DTCg

Variables	Model 1	Model 2	Model 3	Model 4
Org.3	.463**	.463**	.463**	.462**
Education	-.024	-.023	-.024	-.008
Hours	-.096	-.096	-.097	-.139
GTCs	.358**	.359**	.358**	.379**
DPJ-fit		-.003	-.003	-.056
Proact. pers.			.002	-.030
DPJ-fit * Proact. pers.				.203*
R^2	.382	.382	.382	.417
R^2 Change	.382	.000	.000	.035
F Change	15.605**	.001	.001	5.893*

Dependent variable: daily task crafting general
*Notes: ** = p<0.01 *=p<0.05 #=p<0.10*

Table 18: Regression model hypothesis 5 with DTCs

Variables	Model 1	Model 2	Model 3	Model 4
Org.3	.518**	.519**	.527**	.523**
Education	.105	.111	.097	.113
Hours	.008	.005	-.042	-.079
GTCs	.190*	.195*	.171*	.202*
DPJ-fit		-.048	-.064	-.104
Proact. pers.			.130	.102
DPJ-fit * Proact. pers.				.159#
R^2	.424	.427	.440	.461
R^2 Change	.424	.002	.013	.021
F Change	18.796**	.395	2.331	3.858#

Dependent variable: daily task crafting specific
*Notes: ** = p<0.01 *=p<0.05 #=p<0.10*

Figure 2: Interaction plot for DPJ-fit and proactive personality on DTCg.

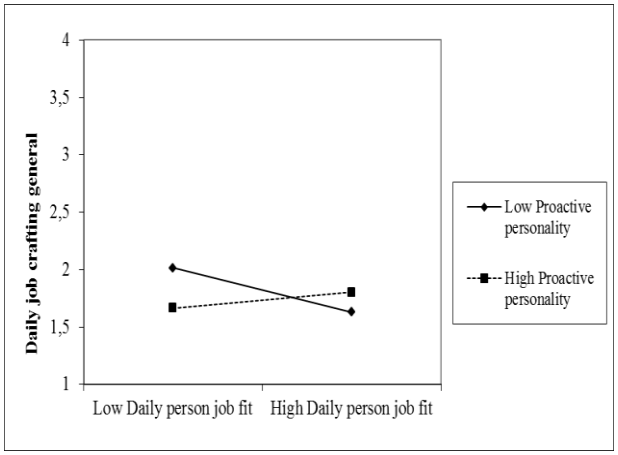
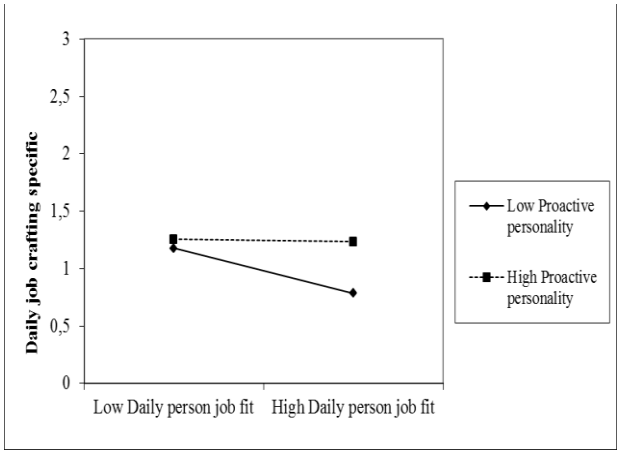


Figure 3: Interaction plot for DPJ-fit and proactive personality on DTCs.



Post-hoc analyses

In order to test the hypotheses that were proposed in the theoretical framework on general level, new hierarchical regression analyses were conducted. Post-hoc analyses were executed to see whether the results differ when only taking into account the variables on general level (from the one-time survey), instead of the variables on day level. This means that the following variables were included in the analyses: GTCg, GTCs, GPJ-fit, FTP and proactive personality. The same control variables were used.

Hypothesis 1 which stated that person-job misfit is positively related to task crafting, is not confirmed on general level. GPJ-fit has no significant effect on GTCg (β=.099, p>.10) and GTCs (β=.016, p>.10). Hypothesis 2 stated that FTP is positively related to task crafting. FTP has a positive significant effect on GTCg (β=.183, p<.05) but not on GTCs (β=.135, p>.10). On general level Hypothesis 2 is only confirmed for GTCg, which means that a higher FTP results in more GTCg. Next, Hypothesis 3, which concerns the moderating effect of FTP on the relationship between person-job misfit and task crafting, is not confirmed on general level. FTP has no significant influence on the relationship between GPJ-fit and respectively GTCg (β=.101, p>.10) and GTCs (β=-.020, p>.10). Hypothesis 4 stated that proactive personality is positively related to task crafting. Proactive personality has a positive significant effect on both GTCg (β=.237, p<.05) and GTCs (β=.202, p<.05). On general level Hypothesis 4 is confirmed, which indicates that people with a more proactive personality are more likely to task craft. Last, Hypothesis 5, which concerns the moderating effect of proactive personality on the relationship between person-job misfit and task crafting, is not confirmed on general level. Proactive personality has no significant effect on the relationship between GPJ-fit and both GTCg (β=.079, p>.10) and GTCs (β=-.138, p>.10).

Discussion and conclusion

The primary rationale of this study was to give insight in the effect of person-job misfit, proactive personality and FTP on task crafting, thereby taking into account the possible moderating effects of proactive personality and FTP on the relationship between person-job misfit and task crafting. Moreover, an important element in this study was that only older workers were included. The expectation was that especially older workers try to adjust their job to their changing motives by shaping their jobs themselves (Wrzesniewski & Dutton, 2001), in order to stay motivated to keep on working. Furthermore, this research was conducted on day level. The following research question is investigated:

To what extent is the relationship between daily person-job misfit and daily job crafting among older workers moderated by proactive personality and future time perspective? And to what extent do proactive personality and future time perspective influence daily job crafting?

Several interesting results emerged in this study. First of all, the expectation that both person-job fit and task crafting were fluctuating per day is not shown by the results of this thesis. ANOVA showed that the difference between the different persons was larger than the differences in one person during the five days. Furthermore the ICC values showed that a larger percentage of variance was explained by the person, rather than by the days. Since proactive behavior, such as task crafting, is predicted by workplace factors and organizational variables (Fay & Freese, 2001; Morrisson & Phelps, 1999), it is quite plausible this is not a stable concept. Task crafting is a situated activity, which means that the context may enable or disable people to task craft on a particular day (Wrzesniewski & Dutton, 2001). Also person-job misfit is not expected to be a stable concept, since individuals and aspects of their environment change over time (Jansen & Kristof-Brown, 2006). It could be that the time frame used in this study is too short to reveal any of the changes, since differences in for example person-job misfit may take more time to accomplish (Tims & Bakker, 2010).

Additionally, another interesting result is the significant difference between the mean scores of DTCg and DTCs. It was expected that older employees use DTCs more, since older employees might need to cope with age-related losses by use of selection, optimization and

compensation (Baltes et al., 1999). However, the t-test showed that there was a significant difference between the two and older workers use DTCg more. This might have been due to the fact that most specific task crafting items were concerned with decreasing the tasks of one's job. Employees might have been reluctant to report that they decrease their tasks or might not have been successful in decreasing their tasks, since those might be core tasks of their job. Cooley and Yovanoff (1996) suggested that work characteristics can be either seen as 'givens' or as 'alterables'. Changing 'givens' is difficult, and large-scale interventions may be needed. In contrast, 'alterables' are more easily to change in the short term. It can be that changing those aspects of the job that concern decreasing tasks or doing things differently, is changing a 'given' and therefore difficult to do and that therefore older employees do not use specific task crafting more. It is good to notice, however, that DTCg and DTCs are highly correlated ($r=.709$, $p<.01$). Therefore it can be questioned whether these two components are really two different concepts or not.

Although it was expected that task crafting reflects the effort of employees to attain a better fit with their job, the results of this study found that daily person-job misfit was unrelated to daily task crafting. A very striking finding, as the majority of the literature states that people try to reduce their person job misfit with job crafting (Tims et al., 2011; Leana et al., 2009; Wrzesniewski & Dutton, 2001, Black & Ashford, 1995). It could be that people should feel a chronic, long-term misfit, instead of a daily misfit before they answer with daily task crafting. However, since post-hoc-analyses also do not reveal a significant relationship between the general concepts person-job misfit and task crafting, it is more likely to say that older workers just use other mechanisms to reduce their perceived misfit.

A possibility is that older workers will respond with relational crafting or cognitive crafting instead of daily task crafting to reduce their perceived misfit. Literature that states that people job craft in order to reduce their misfit, all include the total job crafting concept, whereas this study only includes task crafting. It might be that in order to reduce the perceived misfit, some core tasks need to be crafted, which may not be possible. Therefore, especially older workers might use cognitive crafting and relational crafting to reduce their misfit. As employees age, they may value other aspects of work, since their motives needs and values change (Kanfer & Ackerman, 2004; Kooij et al., 2011). Since older workers' jobs often stay the same (Ng &

Feldman, 2009), they might need to change the way they see their job in order to stay motivated, and thus engage in cognitive crafting. Furthermore, SST theory proposes that motivation changes with age, which leads older people to place more value on deepening social relationships (Carstensen, 2006). This may explain why relational crafting could be important for older workers as a means to reduce their person-job misfit. Older people give higher priority to emotionally meaningful social interactions (Lang & Carstensen, 2002) and therefore they are expected to engage in relational crafting also. Task crafting may not be the only component of importance here for older workers to reduce their perceived person-job misfit; it could be that therefore no significant results were found.

Furthermore, employees perceiving a person job misfit can respond with task crafting, as explained by the theory in this thesis, but they can also respond with other things to reduce their perceived misfit, not included in this research. In line with theory, employees perceiving a daily person job misfit have been found among others to have larger intention to quit and larger turnover intentions (Lauver & Kristof-Brown, 2001; Kristof-Brown et al., 2005). It could be that older employees that perceive a misfit do respond with quitting their job instead of trying to adjust their jobs. Furthermore, job burnout is often the result of a misfit between the worker and the job (Maslach & Leiter, 2008), therefore it is plausible that older workers experiencing a misfit are mentally as well as physically upset, and therefore they will report more sickness absenteeism (Parker & Kulik, 1995) instead of going to work to adjust their job. Also Schaufeli, Bakker and Van Rhenen (2009) acknowledge that sickness absenteeism involves an escape from work, which can be an escape from the job that not fits the employee. It is thus possible that older workers respond to their misfit with other behaviors than task crafting, due to their age related physical and cognitive losses (Carstensen, 1995).

The above mentioned can also be applied to the non-significant relationships of FTP and proactive personality on task crafting. The finding that FTP is not related to daily task crafting, is not in line with the expectation that a higher FTP would result in more daily task crafting. Since people with a higher FTP believe they have many opportunities and options in their future at work (Zachter et al., 2010) it is also possible they engage in other proactive behaviors such as searching for a new job in the organization or in another organization, instead of trying to adjust their current job. This could also explain the non-significant results of FTP as moderator between

person-job misfit and task crafting. Although it can also be argued that the relationship between FTP and task crafting might be the other way around, support for this theory is not found in this study. The argumentation behind this assumption is that people with a short future time perspective are more focused on their job today and therefore trying to change their job today in order to have a more valuable day. In contrast, people with a longer future time perspective are less focused on their job today, therefore also less dedicated to change their job today. However, this is also not supported by the results of this study. Therefore it could be that FTP can just be considered less important in explaining why some persons may job craft and others not. It could be that other factors, such as work characteristics are more likely to influence whether people task craft or not (Zacher and Frese, 2009). Also possible is that the sample of older employees influenced the results and that older employees are more likely to use relational crafting or cognitive crafting as response for their changed FTP. However, post-hoc analyses showed a significant positive effect of FTP on GTCg. It is possible that there are differences between the mechanisms at day level and at general level. It could be that a day level variable is more likely to be influenced by non-trait like concepts. Whether FTP is a stable disposition (trait) or not is not agreed upon in literature (Seijts, 1998). It is quite plausible, that the perception of time changes with age and that it is capable of modification (Seijts, 1998). However, it shown in this research that older employees show less variance on FTP. SD of FTP in this study is .58, which is quite low in relation to other studies. Zacher et al. (2010) found an SD of 1.04 (focus on opportunities on the same 5-point scale (Zacher et al., 2010) and Zacher and Frese (2009) found an SD of 1.68 (remaining opportunities) and 1.77 (remaining time) on a 7-point scale. Since this study is only done among older employees, these results indicates that older employees show less variance on FTP. Therefore in this research, it could be that future time perspective is a more stable characteristic, and therefore not influencing the day level variable task crafting. It is likely that older employees do not change their perception of time anymore, but that in the past they have changed it due to moving to a different life stage.

Moreover, proactive personality was also not related to task crafting in this research. According to Grant and Ashford (2008) proactive personality indeed results in higher levels of proactive behaviors, for example task crafting as hypothesized in this research. However, they acknowledge that employees with a proactive personality could engage in diverse proactive

behaviors, such as career initiative and innovation, social network building and job search behavior (Grant & Ashford, 2008). Which proactive behavior they engage in, might be influenced by other factors. It could be that for example older workers prefer early retirement instead of adapting their current job. According to Zimmerman (2008) individual differences do influence the turnover intentions, which could show that people with a proactive personality may quit their job and choose for early retirement. Also for this relationship post-hoc analyses revealed differences between the day-level and the more general level. Significant positive relationships between proactive personality and task crafting exist on general level. Also here it can be said that the general trait of task crafting is more influenced by proactive personality than the day level variable task crafting. It seemed that both proactive personality and FTP, which are more trait like concepts among older employees, were more likely to influence general task crafting. Theory used in this research was based on the general-level variables. Therefore it is possible that other mechanisms are working at day level. It is likely that day level variables are more influenced by fluctuating states, experiences and behaviors or changes in the work situation (Ohly et al., 2010) instead of traits of a person. (Chronic) work/job characteristics might for example influence whether someone engage in task crafting or not, whereas traits of a person may not influence whether someone uses daily task crafting, but does influences whether someone is overall likely to task craft or not.

Furthermore, the finding that only in case of a low proactive personality, a high daily person-job misfit leads to daily task crafting, was not as hypothesized. It was expected that people with a proactive personality were more likely to decrease their daily person job misfit with daily task crafting, since they are searching for opportunities to change things and to take the initiative to bring about meaningful change (Bateman & Crant, 1993; Crant, 2000; Grant & Ashford, 2008). It could be that employees with a proactive personality will do more than people with a less proactive personality to select and create an environment that matches their needs and interests (Seibert, Crant & Kraimer, 1999). Therefore they might be able to get a total new job instead of trying to adjust their job without the knowledge of their supervisor (e.g. task crafting). Li, Liang and Crant (2010) found that people having a proactive personality are more likely to have a high-quality exchange relationship with their supervisor; therefore they might be able to reduce their perceived daily person-job misfit with the help of their supervisor. Since task

crafting is often without the awareness of the supervisor (Lyons, 2008), they will probably not engage in task crafting. Employees could, in consultation with their supervisor, for example change the job description or try to find a better suited job in the organization for that employee. Employees with a lower proactive personality might adjust their job without the knowledge of their supervisor, therefore daily task craft when they experience a daily person job misfit. Again post hoc analyses revealed other results, showing no significant moderating effect of proactive personality on the relationship between person-job misfit and task crafting. This shows that on daily level other mechanisms are working.

Based on the findings above, it can be concluded that daily person-job misfit, proactive personality and future time perspective were not related to daily task crafting in this research. It could be that older employees use other components of job crafting or other proactive behaviors to answer to their person-job misfit, their future time perspective or their proactive personality. Furthermore, different mechanisms might have influenced the day-level variables. More fluctuating states, experiences or behaviors might have influenced the day level variables or work characteristics might have an influence on day level, whereas traits of a person were more an indication of whether someone is overall likely to engage in task crafting or not. Only older employees with a low proactive personality were found to use daily task crafting to diminish their perceived daily misfit. These results should be interpreted with caution, since the limitations of this study could have influenced the results. Furthermore, future research should point out whether age indeed is a key factor in whether employees use task crafting or other proactive behaviors and in which way mechanisms are different for day level and general level variables.

Limitations and suggestions for future research

This study has several limitations that should be taken into account when interpreting the results. First of all, since the results showed that the variables did not fluctuate over the five different days, it was decided to aggregate the data. Due to aggregation, variance might have been lost, which could have affected the non-significant results. Furthermore, aggregating the data leads to the question whether this research still measures day level effects. The data was gathered over five different days, however, due to aggregation the mean scores of the variables over these five days were used for the analyses. This may result in measurement on weekly level

instead of daily level. Nevertheless, the items used to measure the variables still examine day level feelings/experiences of the participants and therefore it is open for debate whether day or week level is examined in this study.

The second limitation was the sample. Since there were many missing variables for daily task crafting, due to the indication of (5) as missing variable, for the analyses only 108 of the 126 respondents were usable. In the future this category should be avoided. Furthermore, only respondents from three organizations were included, which could have influenced the results. Organization 3 (Sam Media) was found to be different than the other two organizations, therefore this variable was taken into account as control variable. In this organization both Dutch and non-Dutch speaking participants were examined. Furthermore employees in this organization may have less direct client contact, which also could have made this organization different from the other two. Employees in the other two organizations, a rehabilitation center and a casino, do engage most of the time in direct client contact during their work, whereas employees in the other organization, working in the online marketing sector, do work for their client, but are not constantly in direct contact with their client. The questionnaire is not extensively enough to see exactly what caused this organization to be different from the other two organizations and therefore in future research more variables should be taken into account. Since there was a difference between these organizations, it can be said that the type of organization has an influence on task crafting. In what way it influences the research should be found out in future research and more different types of organizations should be included. For example also the size of the organization could have had an influence. Multi-level analysis could therefore be useful to conduct in order to test the daily differences within persons and the difference between individuals in different organizations. Furthermore, the educational level of the participants in the sample was quite high. Generalizing the findings is therefore difficult. Therefore future research should try to establish a more balanced and larger sample composition. Furthermore it should be noticed that it is not possible to make statements about the effect of getting older, since only older employees were involved.

Another limitation were the scales that were used. The scale of task crafting was made up for this research by the use of items of two different scales. This scale in total has never been used before. The reliability and fit indices were acceptable, however, in future research this scale

should be tested among other samples to see whether this is indeed a good and reliable scale to use. Regarding the scales of both proactive personality and FTP, it would be important to pay attention to the composition and reliability of these scales. These scales did not have sufficient internal consistency and also the factor analysis showed no clear results. The scale of proactive personality was kept in total, despite the low reliability. The scale of FTP was adjusted for this research. Both could have influenced the results and should be taken into account when interpreting the results. For future research it would be good to see whether this scale of FTP is still usable. Earlier research already has questioned this scale of FTP. Cate and John (2007) showed that FTP can also be considered in terms of two dimensions: focus on opportunities and focus on limitations. This proposes the possibility that each view of time may exist independently (Cate & John, 2007). Persons who see their time as limited do not necessarily also have to expect they have less opportunities. There should be researched which scale is best to use.

The concept of task crafting is a concept which overlaps a lot with other proactive behaviors. This makes it quite difficult to research. It is also assumed that employees engage in task crafting without the awareness of the supervisor, however in the end task crafting will be noticed by the supervisor or the supervisor may be needed to task craft. Furthermore, employees may not know exactly what their task description encompasses, which makes it difficult for them to point out whether they do engage in task crafting or not. More clarification on the concept of job crafting may therefore be needed. The fact that a lot respondents answered (5) 'not applicable' on the questions for task crafting is an indication that task crafting is not commonly known among respondents and that respondents might think job crafting is not needed. Therefore this concept should be clarified more.

In addition, although the respondents were followed during five days, this could have been a too short time span to see the effects of for example person job misfit. This research aggregated the data, since no differences were found in individuals on the five days measured. Using a longer time span in future research, following employees for example a longer period or more times during the year, can give valuable insights. There need to be more theoretical guidance about the time frames that are appropriate for measuring differences in these variables.

Besides, due to the way of data collection, using paper booklets, there was no control over whether respondents actually filled out the questionnaire at the end of every day. It is

therefore possible that some respondents filled out all the questionnaires on the same day. It is plausible that this has had an effect on the results of this research. Moreover, although respondents were asked to select, if possible, consecutive days, there is no control over the days that it was filled out and how many days were in between. This may have led to biased results. Also, since the one-time questionnaire was rather long, it was quite labor intensive. In case of the diary study, respondents had to fill in the same questionnaire five times, which could have resulted in a testing bias and respondents getting bored by answering the same questions every day, resulting in respondents that were willing to finish the questionnaires as quickly as possible. Furthermore, respondents could have answered social desirable. Respondents might have been hesitant in answering the questions honestly. In order to reduce the chance that this had an influence on the results, in the instructions it was made clear that the answers were completely anonymous and treated confidentially. Besides, the collected data was self-reported, which could have caused common method bias. However, most of the variables used in this research were only measurable by this method.

Future research should investigate which variables influence task crafting at day level and which at general level, since differences were found on both levels. It should take into account which variables are more likely to influence daily variables such as job crafting, since more trait-like concepts as proactive personality and future time perspective are not found to influence these daily variable. Future research should further take a look at the different job crafting components. This research only includes task crafting; it could however be possible that older employees use cognitive crafting and relational crafting more to reduce their perceived misfit. It is interesting to see which type of job crafting is most used by older workers. Furthermore it is interesting to take age into account as moderating variable in all these relationships, which makes it possible to make a comparison between older and younger employees. In addition future research should take into account the possibility of other behaviors that can also be used to reduce a misfit, which makes it possible to compare which is most often used by older workers to reduce their misfit. Last, it would be interesting to see whether employees who redesigned certain aspects of their tasks really feel a better fit with their job or perform better. And when that is the case, how job crafting can be stimulated among employees.

Theoretical and practical implications

This study contributes to theory about person-job misfit which is always assumed to be an important factor for people to job craft. On both daily and general level it is shown that person-job misfit among older workers does not result in the use of task crafting. The call of Tims and Bakker (2010) is answered to test whether person-job misfit indeed results in more job crafting among older workers. Older workers might use other things to reduce their perceived misfit, but not task crafting. Therefore this research contributes to aging literature, it shows that older employees might differ from other employees, in that they do not use task crafting in order to reduce their perceived misfit. Future research should investigate which things older people do to diminish their perceived misfit, so that more knowledge is gained about how to deal with aging at work successfully.

Furthermore this research contributes to the quest of Wrzesniewski and Dutton (2001) to research some individual characteristics that are likely to affect job crafting, since FTP and proactive personality were taken into account. On daily level, both FTP and proactive personality do not influence task crafting. Day-level variables are not likely to be influenced by general, more stable, trait-like concepts. Therefore, this research contributes to theory that daily variables are more likely to be influenced by other variables, such as for example work/job characteristics or more fluctuating states, experiences or behaviors and less by trait like concepts. Trait like concepts are more likely to show whether someone is overall likely to engage in a behavior, but is less likely to influence whether someone engages in that particular behavior during a particular day. Furthermore, this research contributes to theory in that it researched daily variations in the variables task crafting and person job fit, which have never been researched before. However, there should be more theoretical guidance in which time span is appropriate to use for a particular daily variable.

Organizations can use the results of this study in order to gain better insight in the effects of person-job misfit among older workers. Since the results of this study did not show significant results that older workers use task crafting to reduce their perceived misfit, organizations should be aware of the fact that there is a possibility that they answer with other behaviors such as sickness absenteeism. Since reducing perceived misfit will help employers with pursuing employee satisfaction, this is important to take into account. Whether older employees indeed

use other behaviors to reduce their perceived person-job misfit requires further investigation. Employers need to find out how they can help their older employees to reduce their perceived misfit in such a way that they do not answer their perceived misfit with detrimental behaviors (for example sickness absenteeism). Since task crafting is likely to result in more engaged and better performing employees (Tims et al., 2011) it could be important for organization to stimulate task crafting among older workers to reduce their perceived misfit, since this might be less detrimental than absenteeism or turnover. It could be important for organizations to see which work/job characteristics might stimulate task crafting among older workers. When older employees for example feel the leeway to change their jobs, they might engage in task crafting to reduce their misfit and not in other detrimental behaviors.

Furthermore, other characteristics than FTP and proactive personality seem to influence people to daily task craft. On general level, both trait-like concepts were likely to influence whether people in general are likely to task craft. Since task crafting is likely to have positive effects for the organization, employers can use proactive personality and future time perspective as indication whether someone is in general likely to task craft or not and then try to stimulate it among these employees. Which variables are likely to stimulate people to use daily task crafting should be taken into account in future research. This might help employers to stimulate task crafting on a particular day.

Besides, this research showed that people low in proactive personality do use daily task crafting to reduce their perceived daily person-job misfit. Although future research should find out whether this is exactly the case in all circumstances, it is important to know that employees low in proactive personality should have some freedom to daily task craft in order to reduce their perceived daily misfit, since this will probably results in more satisfied employees that are performing better. Employees with a more proactive personality might themselves find their way to reduce their perceived misfit.

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Appendix A – Booklet Dutch

Tilburg, april 2012

Instructie algemene vragenlijst

Algemene informatie
Allereerst hartelijk dank voor uw medewerking aan dit afstudeeronderzoek van vier Master studenten Human Resource Studies aan de Universiteit van Tilburg. Voor ons afstuderen doen wij onderzoek naar de manier waarop u zelf dagelijks uw werk vormgeeft. Uw bijdrage zou ons enorm helpen!

Instructie
In dit boekje kunt u een algemene vragenlijst en vijf dagelijkse vragenlijsten vinden. Op de volgende pagina start de algemene vragenlijst. Het invullen van deze vragenlijst zal ongeveer 15 minuten van uw tijd in beslag nemen. Wij willen u vragen om deze vragenlijst op een afzonderlijke dag in te vullen, voordat u aan de vijf dagelijkse vragenlijsten begint. Wij raden u aan de vragen vlot te beantwoorden, het antwoord te geven dat als eerste spontaan in u opkomt en steeds goed de betekenis van de antwoordcategorieën bij een nieuwe reeks vragen/stellingen te lezen. Voor dit onderzoek zijn wij geïnteresseerd in uw eigen mening, er zijn dus geen goede of foute antwoorden.

Naast het beantwoorden van de algemene vragenlijst, vragen wij u vijf werkdagen achter elkaar (indien mogelijk) een dagelijkse vragenlijst in te vullen. Dit zal per dag ongeveer vijf minuten van uw tijd in beslag nemen. De instructie hiervoor vindt u op de pagina na de algemene vragenlijst.

Vertrouwelijk
Wij willen benadrukken dat uw antwoorden vertrouwelijk behandeld zullen worden. De vragenlijsten zijn anoniem, waadoor er geen naam gekoppeld wordt aan de gegeven antwoorden. Verder kunnen de antwoorden niet worden ingezien door andere mensen binnen de organisatie.

Contact informatie
Mocht u vragen hebben, neemt u dan gerust contact op met uw contactpersoon. Deze staat vermeld op de voorzijde van dit boekje.

Retourneren
Nadat u zowel de algemene vragenlijst als de vijf dagelijkse vragenlijsten heeft ingevuld, verzoeken wij u om dit boekje **vóór 20 mei** in bijgevoegde envelop te retourneren. Controleert u alstublieft goed of u alle zes de vragenlijsten volledig hebt ingevuld.
Nogmaals hartelijk dank voor uw medewerking!

Met vriendelijke groet,

Namens het onderzoeksteam 'naam'

Algemene vragenlijst

Over uzelf	
1. Wat is uw geslacht?	❑ Man ❑ Vrouw
2. Wat is uw leeftijd?	…… jaar
3. Wat is uw hoogst afgeronde opleiding?	❑ Lager (beroeps) onderwijs ❑ Middelbaar onderwijs (Mavo, Havo, Vwo, HBS, MMS, Mulo) ❑ Middelbaar Beroeps Onderwijs ❑ Hoger Beroeps Onderwijs ❑ Wetenschappelijk Onderwijs ❑ Anders, namelijk ……
4. Hoe zou u over het algemeen uw gezondheid noemen?	❑ Slecht ❑ Matig ❑ Goed ❑ Zeer goed ❑ Uitstekend
Over uw dienstverband	
5. Hoe lang werkt u in deze organisatie?	Aantal jaar: ……..
6. Voor hoeveel uur per week heeft u een contract?	Aantal uur: …….
Over uw functie	
7. Wat is de naam van uw afdeling?	
8. Wat is de naam van uw functie?	
9. Wat zijn de twee belangrijkste taken van uw functie?	1. 2.
10. Geeft u direct leiding aan mensen?	❑ Ja Zo ja, aantal mensen: ……. ❑ Nee
11. Werkt u in ploegendiensten? (werkt u in wisselende diensten?	❑ Ja ❑ Nee

De volgende vragen gaan over u en uw collega's. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1	*2*	*3*	*4*	*5*
Volledig oneens	*Oneens*	*Niet eens / niet oneens*	*Eens*	*Volledig eens*

12. Ik heb informatie en advies van mijn collega's nodig om mijn werk te kunnen voltooien.	1 2 3 4 5
13. Ik ben afhankelijk van mijn collega's om mijn werk af te kunnen maken.	1 2 3 4 5
14. Ik heb een solo-functie, ik hoef zelfden af te stemmen of met anderen samen te werken.	1 2 3 4 5
15. Ik moet nauw met mijn collega's samenwerken om mijn werk naar behoren te kunnen doen.	1 2 3 4 5
16. Mijn collega's hebben advies en informatie van mij nodig om hun werk te kunnen voltooien.	1 2 3 4 5

De volgende vragen gaan over uw persoonlijkheid. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1	*2*	*3*	*4*	5
Volledig oneens	*Oneens*	*Niet eens / niet oneens*	*Eens*	*Volledig eens*

17. Als ik iets zie wat mij niet bevalt, dan verander ik het.	1 2 3 4 5
18. Wat er ook gebeurt, als ik ergens in geloof dan maak ik het ook waar.	1 2 3 4 5
19. Ik neem graag verantwoordelijkheid voor mijn ideeën, ook als anderen hier bezwaar tegen maken.	1 2 3 4 5
20. Ik blink uit in het identificeren van kansen.	1 2 3 4 5
21. Ik zoek altijd naar betere manieren om dingen te doen.	1 2 3 4 5
22. Als ik in een idee geloof, zal niets mij tegenhouden om het uit te voeren.	1 2 3 4 5

De volgende vragen gaan over uw toekomstperspectief. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1	*2*	*3*	*4*	5
Volledig oneens	*Oneens*	*Niet eens / niet oneens*	*Eens*	*Volledig eens*

23. Het grootste deel van mijn leven ligt voor mij.	1 2 3 4 5
24. Ik heb het gevoel dat de tijd afloopt.	1 2 3 4 5
25. Nu ik ouder word, begin ik de tijd als begrensd te beleven.	1 2 3 4 5
26. Mijn toekomst ligt nog oneindig voor mij.	1 2 3 4 5
27. Veel kansen wachten mij in de toekomst.	1 2 3 4 5
28. Ik verwacht dat ik veel nieuwe doelen in de toekomst zal stellen.	1 2 3 4 5
29. Mijn toekomst is gevuld met mogelijkheden.	1 2 3 4 5
30. In mijn toekomst kan ik nog alles doen wat ik zou willen.	1 2 3 4 5

31. In mijn leven is er nog veel tijd om nieuwe plannen te maken.	1 2 3 4 5
32. Mijn mogelijkheden in de toekomst zijn begrensd.	1 2 3 4 5

De volgende vragen gaan over de overeenkomsten tussen u en uw baan. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1 *Volledig oneens*	*2* *Oneens*	*3* *Niet eens / niet oneens*	*4* *Eens*	5 *Volledig eens*

33. Wat mijn baan me biedt, komt overeen met wat ik in een baan zoek.	1 2 3 4 5
34. De dingen die ik zoek in een baan, worden in mijn huidige baan vervuld.	1 2 3 4 5
35. Mijn huidige baan biedt mij alles wat ik verwacht van een baan.	1 2 3 4 5
36. Er is een goede match tussen de eisen van mijn baan en mijn persoonlijke vaardigheden.	1 2 3 4 5
37. Mijn vaardigheden en opleiding passen goed bij de eisen voor mijn huidige baan.	1 2 3 4 5
38. Mijn persoonlijke vaardigheden en opleiding passen goed bij wat er van mij verwacht wordt in mijn huidige baan.	1 2 3 4 5

De volgende vragen gaan over de feedback die u krijgt op uw werk. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1 *Nooit*	*2* *Soms*	*3* *Vaak*	*4* *Altijd*

39. Krijgt u voldoende informatie over het doel van uw werk?	1 2 3 4
40. Krijgt u voldoende informatie over het resultaat van uw werk?	1 2 3 4
41. Biedt uw werk mogelijkheden om erachter te komen hoe goed u uw werk doet?	1 2 3 4
42. Biedt uw werk rechtstreeks informatie over hoe goed u uw werk doet?	1 2 3 4

De volgende vragen gaan over de emotionele belasting van uw werk. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1 *Nooit*	*2* *Soms*	*3* *Vaak*	*4* *Altijd*

43. Is uw werk emotioneel zwaar?	1 2 3 4
44. Wordt u in uw werk met dingen geconfronteerd die u persoonlijk raken?	1 2 3 4
45. Heeft u in uw werk contacten met lastige klanten of patiënten?	1 2 3 4
46. Moet u voor uw werk mensen kunnen overtuigen of overreden?	1 2 3 4
47. Komt u door uw werk in aangrijpende situaties terecht?	1 2 3 4

De volgende vragen gaan over uw werkhoeveelheid. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1	*2*	*3*	*4*
Nooit	*Soms*	*Vaak*	*Altijd*

48. Heeft u te veel werk te doen?	1 2 3 4
49. Moet u extra hard werken om iets af te krijgen?	1 2 3 4
50. Moet u zich haasten?	1 2 3 4
51. Heeft u te maken met een achterstand in uw werkzaamheden?	1 2 3 4
52. Heeft u problemen met het werktempo?	1 2 3 4
53. Heeft u problemen met de werkdruk?	1 2 3 4

De volgende vragen gaan over de vrijheid die u heeft op het werk. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1	*2*	*3*	*4*
Nooit	*Soms*	*Vaak*	*Altijd*

54. Heeft u de vrijheid bij het uitvoeren van uw werkzaamheden?	1 2 3 4
55. Kunt u zelf bepalen hoe u uw werk uitvoert?	1 2 3 4
56. Kunt u zelf bepalen hoeveel tijd u aan een bepaalde activiteit besteedt?	1 2 3 4
57. Kunt u uw werk zelf indelen?	1 2 3 4

De volgende vragen hebben betrekking op hoe u uw werk beleeft en hoe u zich daarbij voelt.
Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1	*2*	*3*	*4*	*5*	*6*	*7*
Volledig oneens	*Oneens*	*Enigszins oneens*	*Neutraal*	*Enigszins eens*	*Eens*	*Volledig eens*

58. Als ik aan het werk ben voel ik me fit en sterk.	1 2 3 4 5 6 7
59. Als ik ’s morgens opsta kijk ik ernaar uit om aan het werk te gaan.	1 2 3 4 5 6 7
60. Mijn werk inspireert mij.	1 2 3 4 5 6 7
61. Ik ben trots op het werk dat ik doe.	1 2 3 4 5 6 7
62. Als ik intensief aan het werk ben, voel ik mij gelukkig.	1 2 3 4 5 6 7
63. Ik ga helemaal op in mijn werk.	1 2 3 4 5 6 7

De volgende vragen gaan over uw functioneren op het werk. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1 *Zeer slecht*	*2* *Onder gemiddeld*	*3* *Gemiddeld*	*4* *Boven gemiddeld*	5 *Uitstekend*

64. Hoe zou u uw functioneren over het algemeen beoordelen?	1 2 3 4 5
65. Hoe denkt u dat uw direct leidinggevende uw functioneren zou beoordelen?	1 2 3 4 5
66. Hoe denkt u dat uw collega's uw functioneren zouden beoordelen?	1 2 3 4 5

De volgende vragen gaan over in welke mate u uw werk zelf invult. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1 *Nooit*	*2* *Sporadisch*	*3* *Af en toe*	*4* *Regelmatig*	*5* *Dikwijls*	*6* *Zeer dikwijls*	*7* *Altijd*

67. Als ik iets mis om mijn werk gemakkelijk te kunnen doen, dan regel ik dat alsnog.	1 2 3 4 5 6 7
68. Ik introduceer zelf nieuwe manieren om het werk gemakkelijk uit te voeren.	1 2 3 4 5 6 7
69. Ik heb zelf mijn werk uitdagender gemaakt.	1 2 3 4 5 6 7
70. Ik heb zelf mijn taken afwisselender gemaakt.	1 2 3 4 5 6 7
71. Ik verander mijn werk zelf om het leuker te maken.	1 2 3 4 5 6 7
72. Ik selecteer zelf bepaalde taken en richt me daarop	1 2 3 4 5 6 7
73. Ik regel zelf hulpmiddelen die mij helpen een taak uit te voeren.	1 2 3 4 5 6 7
74. Ik verminder mijn hoeveelheid taken.	1 2 3 4 5 6 7
75. Ik voer bestaande taken anders uit dan dat ik vroeger deed.	1 2 3 4 5 6 7
76. Ik verander zelf bepaalde werkprocedures.	1 2 3 4 5 6 7
77. Ik laat taken liggen die eigenlijk behoren tot mijn baan.	1 2 3 4 5 6 7
78. Ik ga extra klussen uit de weg.	1 2 3 4 5 6 7
79. Ik trek zelf taken naar me toe waarin mijn kennis en ervaring optimaal benut worden.	1 2 3 4 5 6 7
80. Ik verminder taken waarbij ik me lange tijd achter elkaar moet concentreren.	1 2 3 4 5 6 7

Einde van de vragenlijst – voor de dagelijkse vragenlijsten kijk op de volgende bladzijde. Heeft u nog opmerkingen of vragen, vul deze dan hieronder in.

Hartelijk bedankt voor uw medewerking!

Tilburg, april 2012

Instructie dagelijkse vragenlijsten

U heeft op een voorgaande dag de algemene vragenlijst ingevuld. Dit boekje bevat verder vijf korte vragenlijsten, welke bedoeld zijn om in te vullen op vijf aparte werkdagen. Deze vijf vragenlijsten zijn identiek aan elkaar.

Vijf dagen
Wij verzoeken u om vijf werkdagen te selecteren.
- De dagen waarop u de vragenlijsten invult, dienen, indien mogelijk, opeenvolgende werkdagen te zijn. Indien u parttime werkt, selecteert u de dagen waarop u werkt.
- De dagen waarvoor u de vragenlijsten invult, kunnen zowel volledige als gedeeltelijke werkdagen zijn.

Instructie
We vragen u om deze vragenlijsten steeds aan het einde van uw werkdag in te vullen, net voordat u naar huis gaat. Wij raden u aan de vragen vlot te bentwoorden, het antwoord te geven dat als eerste spontaan in u opkomt en steeds goed de betekenis van de antwoordcategorieën bij een nieuwe reeks vragen/stellingen te lezen. Voor dit onderzoek zijn wij geïnteresseerd in uw eigen mening, er zijn dus geen goede of foute antwoorden.

Vertrouwelijk
We willen nogmaals benadrukken dat uw antwoorden vertrouwelijk behandeld worden. De vragenlijsten zijn anoniem, dus er wordt geen naam gekoppeld aan de antwoorden. Verder zal niemand binnen de organisatie uw antwoorden te zien krijgen.

Nogmaals hartelijk dank voor uw medewerking!

Met vriendelijke groet,

Namens het onderzoeksteam

'naam'

Dagelijkse vragenlijst Dag 1 Datum:

De volgende vragen gaan over de overeenkomsten tussen u en uw baan. Geef per uitspraak aan in hoeverre deze vandaag op u van toepassing was. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1	*2*	*3*	4	5
Volledig oneens	*Oneens*	*Niet eens/niet oneens*	*Mee eens*	*Volledig mee eens*

1. Wat mijn baan me vandaag bood, komt overeen met wat ik in een baan zoek.	1 2 3 4 5
2. De dingen die ik zoek in een baan, zijn vandaag in mijn baan vervuld.	1 2 3 4 5
3. Mijn huidige baan bood mij vandaag alles wat ik verwacht van een baan.	1 2 3 4 5
4. Vandaag was er een goede match tussen de eisen van mijn baan en mijn persoonlijke vaardigheden.	1 2 3 4 5
5. Mijn vaardigheden en opleiding passen goed bij de eisen die mijn baan aan mij stelde vandaag.	1 2 3 4 5
6. Mijn persoonlijke vaardigheden en opleiding passen goed bij wat er vandaag in mijn baan van mij werd verwacht.	1 2 3 4 5

De volgende vragen gaan over werkhoeveelheid. Geef per uitspraak aan in hoeverre deze vandaag op u van toepassing was. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1	*2*	*3*	*4*
Niet	*Soms*	*Vaak*	*Voortdurend*

7. Had u vandaag te veel werk te doen?	1 2 3 4
8. Moest u vandaag extra hard werken om iets af te krijgen?	1 2 3 4
9. Moest u zich vandaag haasten?	1 2 3 4
10. Had u vandaag te maken met een achterstand in uw werkzaamheden?	1 2 3 4
11. Had u vandaag problemen met het werktempo	1 2 3 4
12. Had u vandaag problemen met de werkdruk?	1 2 3 4

De volgende* vragen *gaan over de vrijheid die u heeft op het werk. Geef per uitspraak aan in hoeverre deze vandaag op u van toepassing was. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1	*2*	*3*	*4*
Niet	*Soms*	*Vaak*	*Voortdurend*

13. Had u vandaag de vrijheid bij het uitvoeren van uw werkzaamheden?	1 2 3 4
14. Kon u vandaag zelf bepalen hoe u uw werk uitvoerde?	1 2 3 4
15. Kon u vandaag zelf bepalen hoeveel tijd u aan een bepaalde activiteit besteedde?	1 2 3 4
16. Kon u vandaag uw werk zelf indelen?	1 2 3 4

De volgende vragen hebben betrekking op hoe u uw werk beleeft en hoe u zich daarbij voelt.
Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1	*2*	*3*	*4*	*5*	*6*	*7*
Volledig oneens	*Oneens*	*Enigszins oneens*	*Neutraal*	*Enigszins eens*	*Eens*	*Volledig eens*

17. Vandaag tijdens mijn werk voelde ik me fit en sterk	1	2	3	4	5	6	7
18. Toen ik vanochtend opstond keek ik ernaar uit om aan het werk te gaan.	1	2	3	4	5	6	7
19. Mijn werk inspireerde mij vandaag.	1	2	3	4	5	6	7
20. Vandaag was ik trots op het werk dat ik doe.	1	2	3	4	5	6	7
21. Ik voelde mij gelukkig toen ik vandaag intensief aan het werk was.	1	2	3	4	5	6	7
22. Ik ging vandaag helemaal op in mijn werk.	1	2	3	4	5	6	7

***De volgende vragen gaan over uw functioneren. Dit zijn de antwoordmogelijkheden*:**
Wij vragen u het best passende cijfer te omcirkelen.

1	*2*	*3*	*4*	*5*
Zeer slecht	*Onder gemiddeld*	*Gemiddeld*	*Boven gemiddeld*	*Uitstekend*

23. Hoe zou u uw functioneren van vandaag over het algemeen beoordelen?	1	2	3	4	5
24. Hoe denkt u dat uw direct leidinggevende uw functioneren van vandaag zou beoordelen?	1	2	3	4	5

De volgende vragen gaan over in welke mate u uw werk zelf invult. Geef per uitspraak aan hoe vaak u* vandaag *dit gedrag hebt vertoond. Dit zijn de antwoordmogelijkheden:
Wij vragen u het best passende cijfer te omcirkelen.

1	*2*	*3*	*4*	*5*
Niet	*Soms*	*Vaak*	*Voortdurend*	*Niet van toepassing*

26. Toen ik vandaag iets miste om mijn werk gemakkelijker te kunnen doen, regelde ik dat alsnog.	1	2	3	4	5
27. Vandaag introduceerde ik zelf nieuwe manieren om het werk gemakkelijker uit te kunnen voeren.	1	2	3	4	5
28. Vandaag maakte ik zelf mijn werk uitdagender.	1	2	3	4	5
29. Vandaag maakte ik zelf mijn taken afwisselender.	1	2	3	4	5
30. Vandaag veranderde ik zelf mijn werk om het leuker te maken.	1	2	3	4	5
31. Vandaag selecteerde ik zelf bepaalde taken en richtte me daarop.	1	2	3	4	5
32. Vandaag regelde ik zelf hulpmiddelen die mij geholpen hebben om een taak uit te voeren.	1	2	3	4	5

33. Vandaag verminderde ik mijn hoeveelheid taken.	1 2 3 4 5
34. Vandaag voerde ik bestaande taken anders uit dan dat ik voorheen deed.	1 2 3 4 5
35. Vandaag veranderde ik zelf bepaalde werkprocedures.	1 2 3 4 5
36. Vandaag liet ik taken liggen die eigenlijk behoren tot mijn baan.	1 2 3 4 5
37. Vandaag ging ik extra klussen uit de weg.	1 2 3 4 5
38. Vandaag trok ik zelf taken naar me toe waarin mijn kennis en ervaring optimaal benut werden.	1 2 3 4 5
39. Vandaag verminderde ik taken waarbij ik me lange tijd achter elkaar moest concentreren.	1 2 3 4 5

Hartelijk bedankt voor uw medewerking! Zie de volgende bladzijde voor de vragenlijst van morgen.

Appendix B – Booklet English

Tilburg, april 2012

Instruction general questionnaire

General information
First of all, thank you for your willingness to participate in the final research project of four Master students who study Human Resource Studies at Tilburg University. For our graduation we examine the way you shape your daily work activities. Your participation would help us a lot!

Instruction
In this booklet you can find a general questionnaire and five daily questionnaires. On the next page the general questionnaire will start. It will take approximately 15 minutes of your time to fill in this questionnaire. We would like to ask you to fill in this questionnaire on a separate day, before you start the five daily questionnaires. We recommend to answer the questions quickly, to fill in the answer that first comes to your mind and to read the meaning of the answer categories very carefully. For this research we are interested in your own opinion, there are no right or wrong answers.

In addition to the general questionnaire, we would like to ask you to fill in the five daily questionnaires on five days in a row (if possible). This will take five minutes of your time per day. You can find the instructions after the general questionnaire.

Confidentiality
We want to emphasize that your answers will be treated confidentially. No name is attached to the responses so the questionnaires are anonymous. Furthermore, the answers cannot be viewed by other people in the organization.

Contact information
If there are any questions, you can contact your contact person. These are shown at the front of this booklet.

Returning the questionnaire
After filling in the general questionnaire and the five daily questionnaires, we ask you to return this booklet before **20 May 2012** in the attached envelop. Please check if you completed all six questionnaires.

Once again, thank you for your participation!

Sincerely, *On behalf of the research team,* 'name'

General questionnaire

About yourself	
1. What is your gender?	❑ Male ❑ Female
2. What is your age?	……year
3. What is your highest completed education level?	❑ Primary school ❑ Secondary school ❑ Higher education (academic degree) ❑ Postgraduate education (Master) ❑ Other, namely ……
4. How would you describe your general health?	❑ Bad ❑ Moderate ❑ Good ❑ Very good ❑ Excellent
About your employment	
5. How long do you work in this organization?	Number of years: ……..
6. How many hours do you work according to your contract?	Number of hours: …….
About your function	
7. What is the name of your department?	
8. What is the name of your function?	
9. What are your two most important tasks?	3. 4.
10. Do you give direct leadership to people?	❑ Yes If yes, amount of people:……. ❑ No
11. Do you work in shifts?	❑ Yes ❑ No

The following questions are about you and your colleagues. These are the possible answers:
Please circle the best suitable number.

1 *Totally disagree*	*2* *Disagree*	*3* *Not agree nor disagree*	*4* *Agree*	*6* *Totally agree*

12. I have to obtain information and advice from my colleagues to complete my work .	1 2 3 4 5
13. I depend on my colleagues for the completion of my work.	1 2 3 4 5
14. I have a one-person job, I rarely have to check or work with others.	1 2 3 4 5
15. I have to work closely with my colleagues to do my work properly.	1 2 3 4 5
16. In order to complete their job, my colleagues have to obtain information and advice from me.	1 2 3 4 5

The following questions are about your personality. These are the possible answers:
Please circle the best suitable number.

1 *Totally disagree*	*2* *Disagree*	*3* *Not agree nor disagree*	*4* *Agree*	5 *Totally agree*

17. If I see something I don't like, I fix it .	1 2 3 4 5
18. No matter what the odds, if I believe in something I will make it happen.	1 2 3 4 5
19. I love being a champion for my ideas, even against others' opposition.	1 2 3 4 5
20. I excel at identifying opportunities.	1 2 3 4 5
21. I am always looking for better ways to do things.	1 2 3 4 5
22. If I believe in an idea, no obstacle will prevent me from making it happen.	1 2 3 4 5

The following questions are about your future perspective. These are the possible answers:
Please circle the best suitable number.

1 *Totally disagree*	*2* *Disagree*	*3* *Not agree nor disagree*	*4* *Agree*	5 *Totally agree*

23. Most of my life lies ahead of me.	1 2 3 4 5
24. I have the sense that time is running out.	1 2 3 4 5
25. As I get older, I begin to experience time as limited.	1 2 3 4 5
26. My future seems infinite to me.	1 2 3 4 5
27. Many opportunities await me in the future.	1 2 3 4 5
28. I expect that I will set many new goals in the future .	1 2 3 4 5
29. My future is filled with possibilities.	1 2 3 4 5
30. I could do anything I want in the future.	1 2 3 4 5

31. There is plenty of time left in my life to make new plans.	1 2 3 4 5
32. There are only limited possibilities in my future.	1 2 3 4 5

The following questions are about the similarities between you and your job. These are the possible answers:
Please circle the best suitable number.

1 *Totally disagree*	*2* *Disagree*	*3* *Not agree nor disagree*	*4* *Agree*	5 *Totally agree*

33. There is a good fit between what my job offers me and what I am looking for in a job.	1 2 3 4 5
34. The attributes that I look for in a job are fulfilled very well by my present job.	1 2 3 4 5
35. The job that I currently hold gives me just about everything that I want from a job.	1 2 3 4 5
36. The match is very good between the demands of my job and my personal skills.	1 2 3 4 5
37. My abilities and training are a good fit with the requirements of my job.	1 2 3 4 5
38. My personal abilities and education provide a good match with the demands that my job places on me.	1 2 3 4 5

The following questions are about feedback at work. These are the possible answers:
Please circle the best suitable number.

1 *Never*	*2* *Sometimes*	*3* *Often*	*4* *Always*

39. Do you receive sufficient information on the purpose of your work?	1 2 3 4
40. Do you receive sufficient information on the results of your work?	1 2 3 4
41. Does your work give you the opportunity to check on how well you are doing your work?	1 2 3 4
42. Does your work provide you with direct feedback on how well you are doing your work?	1 2 3 4

The following questions are about the emotional demands in your job. These are the possible answers:
Please circle the best suitable number.

1 *Never*	*2* *Sometimes*	*3* *Often*	*4* *Always*

43. Does your work demand a lot from you emotionally?	1 2 3 4
44. Are you confronted with things that affect you personally in your work?	1 2 3 4
45. Do you have contact with difficult clients or patients in your work?	1 2 3 4
46. In your work, do you have to be able to convince or persuade people?	1 2 3 4
47. Does your work put you in emotionally upsetting situations?	1 2 3 4

The following questions are about your amount of work. These are the possible answers:
Please circle the best suitable number.

1 *Never*	*2* *Sometimes*	*3* *Often*	*4* *Always*

48. Do you have too much work to do?	1 2 3 4
49. Do you have to work extra hard in order to complete something?	1 2 3 4
50. Do you have to hurry?	1 2 3 4
51. Do you think that you are behind in your work activities?	1 2 3 4
52. Do you have problems with the work pace?	1 2 3 4
53. Do you have problems with the work pressure?	1 2 3 4

The following questions are about your freedom at work. These are the possible answers:
Please circle the best suitable number.

1 *Never*	*2* *Sometimes*	*3* *Often*	*4* *Always*

54. Do you have freedom in performing your work?	1 2 3 4
55. Can you decide by yourself how you perform your work?	1 2 3 4
56. Can you decide by yourself how much time you spend on a particular activity?	1 2 3 4
57. Can you organize your own work?	1 2 3 4

The following questions are about your work perceptions and your corresponding feelings.
These are the possible answers:
Please circle the best suitable number.

1 *Totally disagree*	*2* *Disagree*	*3* *Somewhat disagree*	*4* *Neutral*	*5* *Somewhat agree*	*6* *Agree*	*7* *Totally agree*

58. I feel strong and vigorous while working	1 2 3 4 5 6 7
59. When I get up in the morning, I feel like going to work.	1 2 3 4 5 6 7
60. My job inspires me	1 2 3 4 5 6 7
61. I feel proud for the work I do	1 2 3 4 5 6 7
62. I feel happy when working intensively	1 2 3 4 5 6 7
63. I am totally absorbed in my work	1 2 3 4 5 6 7

The following questions are about your functioning at work. These are the possible answers:
Please circle the best suitable number.

1 *Very bad*	*2* *Below average*	*3* *Average*	*4* *Above average*	5 *Excellent*

64. Generally, how would you evaluate your work?	1 2 3 4 5
65. How do you think your direct supervisor would evaluate your performance?	1 2 3 4 5
66. How do you think your colleagues would evaluate your performance?	1 2 3 4 5

The following questions are about the extent to which you design your own job. These are the possible answers:
Please circle the best suitable number.

1 *Never*	*2* *Sporadic*	*3* *Sometimes*	*4* *Regularly*	*5* *Frequently*	*6* *Very frequently*	*7* *Always*

67. When I miss something to perform my work easily, I organize the missing things	1 2 3 4 5 6 7
68. I, by myself, introduce new approaches to perform my work easily	1 2 3 4 5 6 7
69. I, by myself, made my work more challenging	1 2 3 4 5 6 7
70. I, by myself, made my tasks more alternate	1 2 3 4 5 6 7
71. I, by myself, change my work to make it more pleasant	1 2 3 4 5 6 7
72. I, by myself, select certain tasks to focus on	1 2 3 4 5 6 7
73. I, by myself, arrange tools that help me perform my tasks	1 2 3 4 5 6 7
74. I reduce the number of my tasks	1 2 3 4 5 6 7
75. I perform existing tasks differently than I used to do	1 2 3 4 5 6 7
76. I, by myself, change minor work procedures	1 2 3 4 5 6 7
77. I do not perform all the tasks that actually belong to my job	1 2 3 4 5 6 7
78. I do not perform additional tasks	1 2 3 4 5 6 7
79. I, by myself, take on tasks that use my knowledge and experience to the fullest	1 2 3 4 5 6 7
80. I reduce the number of tasks for which I have to concentrate for a longer period of time	1 2 3 4 5 6 7

Thank you for your participation!

Tilburg, april 2012

Instruction daily questionnaires

You completed the general questionnaire on a previous day. This booklet contains five short questionnaires, which are meant to fill in at five different workdays. These five questionnaires are identical to each other.

Five days
We ask you to select five working days.

- The days when you fill in the questionnaires, should be, if possible, consecutive days. If you work parttime, please select the days which are closest to each other.
- The days for which you fill in the questionnaires, could be full or partial work days.

Instruction
We ask you to fill in these questionnaires at the end of your working day, before you leave work. We recommend to answer the questions quickly, to fill in the answer that first comes to your mind and to read the meaning of the answer categories very carefully. For this research we are interested in your own opinion, there are no right or wrong answers.

Confidentiality
We would like to emphasize again that your answers will be treated confidentially. No name is attached to the responses so the questionnaires are anonymous. Furthermore, the answers cannot be viewed by other people in the organization.

Once again thank you for your participation!

Sincerely,

On behalf of the research team,

'name'

Daily questionnaire Day 1 Date:

The following questions are about the similarities between you and your job. Evaluate for each statement to what extent it was applicable to you today. These are the possible answers:
Please circle the best suitable number.

1	*2*	*3*	4	5
Totally disagree	*Disagree*	*Not agree nor disagree*	*Agree*	*Totally agree*

1. There was a good fit between what my job offered me today and what I am looking for in a job.	1 2 3 4 5
2. The attributes that I look for in a job were fulfilled very well today by my job.	1 2 3 4 5
3. Today, the job that I hold gave me just about everything that I want from a job.	1 2 3 4 5
4. Today, the match was very good between the demands of my job and my personal skills.	1 2 3 4 5
5. My abilities and training were a good fit with the requirements of my job today.	1 2 3 4 5
6. My personal abilities and education provide a good match with the demands that my job placed on me today.	1 2 3 4 5

The following questions are about the amount of work. Evaluate for each statement to what extent it was applicable to you today. These are the possible answers:
Please circle the best suitable number.

1	*2*	*3*	*4*
No	*Sometimes*	*Often*	*Constant*

7. Did you have too much work to do today?	1 2 3 4
8. Did you have to work extra hard in order to complete something today?	1 2 3 4
9. Did you have to hurry today?	1 2 3 4
10. Did you think that you were behind in your work activities today?	1 2 3 4
11. Did you have problems with the work pace today?	1 2 3 4
12. Did you have problems with the work pressure today?	1 2 3 4

The following questions are about your freedom at work. Evaluate for each statement to what extent it was applicable for you today. These are the possible answers:
Please circle the best suitable number .

1	*2*	*3*	*4*
No	*Sometimes*	*Often*	*Constant*

13. Did you have freedom in performing your work today?	1 2 3 4
14. Could you decide by yourself how you performed your work today?	1 2 3 4
15. Could you decide by yourself how much time you spent on a particular activity today?	1 2 3 4
16. Could you organize your own work today?	1 2 3 4

The following questions are about your work perceptions and your corresponding feelings. These are the possible answers:
Please circle the best suitable number.

1	*2*	*3*	*4*	*5*	*6*	*7*
Totally disagree	*Disagree*	*Somewhat disagree*	*Neutral*	*Somewhat agree*	*Agree*	*Totally agree*

17. Today I felt strong and vigorous while working.	1	2	3	4	5	6	7
18. When I got up in the morning, I felt like going to work.	1	2	3	4	5	6	7
19. Today my job inspired me	1	2	3	4	5	6	7
20. Today I felt proud for the work I do	1	2	3	4	5	6	7
21. Today I felt happy when working intensively.	1	2	3	4	5	6	7
22. Today I was totally absorbed in my work.	1	2	3	4	5	6	7

***The following questions are about your functioning at work. These are the possible answers*:**
Please circle the best suitable number.

1	*2*	*3*	*4*	*5*
Very bad	*Below average*	*Average*	*Above average*	*Excellent*

23. Today, how would you evaluate your performance in general?	1	2	3	4	5
24. How do you think your direct supervisor would evaluate your performance of today?	1	2	3	4	5
25. How do you think your colleagues would evaluate you performance of today?	1	2	3	4	5

The following questions are about the extent to which you design your own job. Evaluate for each statement how often you showed this behavior. These are the possible answers:
Please circle the best suitable number .

1	*2*	*3*	*4*	*5*
No	*Sometimes*	*Often*	*Constant*	*Not applicable*

26. When I missed something to perform my work easily today, I organized the missing things.	1	2	3	4	5
27. Today I, by myself, introduced new approaches to perform my work easily	1	2	3	4	5
28. Today I, by myself, made my work more challenging.	1	2	3	4	5
29. Today I, by myself, made my tasks more alternate.	1	2	3	4	5
30. Today I, by myself, changed my work to make it more pleasant.	1	2	3	4	5
31. Today I, by myself, selected certain tasks to focus on.	1	2	3	4	5
32. Today I, by myself, arranged tools that help me perform my tasks	1	2	3	4	5

33. Today I reduced the number of my tasks.	1 2 3 4 5
34. Today I performed existing tasks differently than I used to do.	1 2 3 4 5
35. Today I, by myself, changed minor work procedures.	1 2 3 4 5
36. Today I did not perform all tasks that actually belong to my job.	1 2 3 4 5
37. Today I did not perform additional tasks.	1 2 3 4 5
38. Today I, by myself, took on tasks that use my knowledge and experience to the fullest.	1 2 3 4 5
39. Today I reduced the number of tasks for which I have to concentrate for a longer period of time.	1 2 3 4 5

Thank you for your participation! See the following page for the questionnaire of tomorrow.

Appendix C – Outcomes factor analyses person-job fit

Factor matrix general person job fit

Item	Factor 1
G33. There was a good fit between what my job offered me today and what I am looking for in a job.	.881
G34. The attributes that I look for in a job were fulfilled very well today by my job.	.866
G35. Today, the job that I hold gave me just about everything that I want from a job.	.818
G36. Today, the match was very good between the demands of my job and my personal skills.	.776
G37. My abilities and training were a good fit with the requirements of my job today.	.741
G38. My personal abilities and education provide a good match with the demands that my job placed on me today.	.737

Extraction Method: Principal Component Analysis
1 Factor extracted

Factor matrix Daily person job fit day 1

Item	Factor 1
D1. There was a good fit between what my job offered me today and what I am looking for in a job.	.794
D2. The attributes that I look for in a job were fulfilled very well today by my job.	.828
D3. Today, the job that I hold gave me just about everything that I want from a job.	.861
D4. Today, the match was very good between the demands of my job and my personal skills.	.804
D5. My abilities and training were a good fit with the requirements of my job today.	.831
D6. My personal abilities and education provide a good match with the demands that my job placed on me today.	.768

Extraction Method: Principal Component Analysis
1 Factor extracted

Factor matrix Daily person job fit day 2

Item	Factor 1
D1. There was a good fit between what my job offered me today and what I am looking for in a job.	.867
D2. The attributes that I look for in a job were fulfilled very well today by my job.	.895
D3. Today, the job that I hold gave me just about everything that I want from a job.	.839
D4. Today, the match was very good between the demands of my job and my personal skills.	.857
D5. My abilities and training were a good fit with the requirements of my job today.	.871
D6. My personal abilities and education provide a good match with the demands that my job placed on me today.	.875

Extraction Method: Principal Component Analysis
1 Factor extracted

Factor matrix Daily person job fit day 3

Item	Factor 1
D1. There was a good fit between what my job offered me today and what I am looking for in a job.	.866
D2. The attributes that I look for in a job were fulfilled very well today by my job.	.864
D3. Today, the job that I hold gave me just about everything that I want from a job.	.845
D4. Today, the match was very good between the demands of my job and my personal skills.	.892
D5. My abilities and training were a good fit with the requirements of my job today.	.866
D6. My personal abilities and education provide a good match with the demands that my job placed on me today.	.873

Extraction Method: Principal Component Analysis
1 Factor extracted

Factor matrix Daily person job fit day 4

Item	Factor 1
D1. There was a good fit between what my job offered me today and what I am looking for in a job.	.851
D2. The attributes that I look for in a job were fulfilled very well today by my job.	.854
D3. Today, the job that I hold gave me just about everything that I want from a job.	.848
D4. Today, the match was very good between the demands of my job and my personal skills.	.822
D5. My abilities and training were a good fit with the requirements of my job today.	.792
D6. My personal abilities and education provide a good match with the demands that my job placed on me today.	.802

Extraction Method: Principal Component Analysis
1 Factor extracted

Factor matrix Daily person job fit day 5

Item	Factor 1
D1. There was a good fit between what my job offered me today and what I am looking for in a job.	.807
D2. The attributes that I look for in a job were fulfilled very well today by my job.	.837
D3. Today, the job that I hold gave me just about everything that I want from a job.	.817
D4. Today, the match was very good between the demands of my job and my personal skills.	.842
D5. My abilities and training were a good fit with the requirements of my job today.	.799
D6. My personal abilities and education provide a good match with the demands that my job placed on me today.	.841

Extraction Method: Principal Component Analysis
1 Factor extracted

Appendix D – Outcomes factor analyses task crafting

Factor matrix General task crafting - final

Item	Factor 1	Factor 2
G67. When I miss something to perform my work easily, I organize the missing things.	.540	
G68. I, by myself, introduce new approaches to perform my work easily.	.632	
G69. I, by myself made my work more challenging.	.823	
G70. I, by myself, made my tasks more alternate.	.921	
G71. I, by myself, change my work to make it more pleasant.	.803	
G72. I, by myself, select certain tasks to focus on.		.806
G73. I, by myself, arrange tools that help me to perform my tasks.		.707
G74. I reduce the number of my tasks.		
G76. I, by myself, change minor work procedures.		.453
G79. I, by myself, take on tasks that use my knowledge and experience to the fullest.		.494
		.544

Extraction Method: Confirmatory Factor Analysis
2 Factors extracted
Fit indices: Chi square 56.00 dof 32, GFI=.92, CFI=.96, RMSEA=.08

Factor matrix Daily task crafting day 1 - final

Item	Factor 1	Factor 2
D26. When I missed something to perform my work easily today, I organized the missing things.	.414	
D27. Today I, by myself, introduced new approaches to perform my work easily.	.414	
D28. Today I, by myself, made my work more challenging.	.753	
D29. Today I, by myself, made my task more alternate.	.817	
D30. Today I, by myself, change my work to make it more pleasant.	.703	
D31. Today I, by myself, selected certain tasks to focus on.		.538
D32. Today I, by myself, arranged tools that help me perform my tasks.		.792
D33. Today I reduced the number of my tasks.		.536
D35. Today I, by myself, changed minor work procedures.		.504
D 38. Today I, by myself, took on tasks that use my knowledge and experience to the fullest.		.567

Extraction Method: Confirmatory Factor Analysis
2 Factors extracted
Fit indices: Chi square 38.45, dof 32, GFI .90, CFI .96, RMSEA .06

Factor matrix Daily task crafting day 2 - final

Item	Factor 1	Factor 2
D26. When I missed something to perform my work easily today, I organized the missing things.	.406	
D27. Today I, by myself, introduced new approaches to perform my work easily.	.712	
D28. Today I, by myself, made my work more challenging.	.782	
D29. Today I, by myself, made my task more alternate.	.759	
D30. Today I, by myself, change my work to make it more pleasant.	.571	
D31. Today I, by myself, selected certain tasks to focus on.		.481
D32. Today I, by myself, arranged tools that help me perform my tasks.		.778
D33. Today I reduced the number of my tasks.		.521
D35. Today I, by myself, changed minor work procedures.		.524
D 38. Today I, by myself, took on tasks that use my knowledge and experience to the fullest.		.424

Extraction Method: Confirmatory Factor Analysis
2 Factors extracted
Fit indices: Chi square 61.36, dof 32, GFI .84, CFI .86, RMSEA .12

Factor matrix Daily task crafting day 3 - final

Item	Factor 1	Factor 2
D26. When I missed something to perform my work easily today, I organized the missing things.	.530	
D27. Today I, by myself, introduced new approaches to perform my work easily.	.745	
D28. Today I, by myself, made my work more challenging.	.899	
D29. Today I, by myself, made my task more alternate.	.859	
D30. Today I, by myself, change my work to make it more pleasant.	.804	
D31. Today I, by myself, selected certain tasks to focus on.		.781
D32. Today I, by myself, arranged tools that help me perform my tasks.		.678
D33. Today I reduced the number of my tasks.		.680
D35. Today I, by myself, changed minor work procedures.		.626
D 38. Today I, by myself, took on tasks that use my knowledge and experience to the fullest.		.678

Extraction Method: Confirmatory Factor Analysis
2 Factors extracted
Fit indices: Chi square 39.26, dof 32, GFI .89, CFI .98, RMSEA .06

Factor matrix Daily task crafting day 4 - final

Item	Factor 1	Factor 2
D26. When I missed something to perform my work easily today, I organized the missing things.	.522	
D27. Today I, by myself, introduced new approaches to perform my work easily.	.670	
D28. Today I, by myself, made my work more challenging.	.700	
D29. Today I, by myself, made my task more alternate.	.880	
D30. Today I, by myself, change my work to make it more pleasant.	.620	
D31. Today I, by myself, selected certain tasks to focus on.		.729
D32. Today I, by myself, arranged tools that help me perform my tasks.		.798
D33. Today I reduced the number of my tasks.		.796
D35. Today I, by myself, changed minor work procedures.		.379
D 38. Today I, by myself, took on tasks that use my knowledge and experience to the fullest.		.382

Extraction Method: Confirmatory Factor Analysis
2 Factors extracted
Fit indices: Chi square 63.28, dof 32, GFI .85, CFI .86, RMSEA .13

Factor matrix Daily task crafting day 5 - final

Item	Factor 1	Factor 2
D26. When I missed something to perform my work easily today, I organized the missing things.	.704	
D27. Today I, by myself, introduced new approaches to perform my work easily.	.676	
D28. Today I, by myself, made my work more challenging.	.752	
D29. Today I, by myself, made my task more alternate.	.778	
D30. Today I, by myself, change my work to make it more pleasant.	.814	
D31. Today I, by myself, selected certain tasks to focus on.		.788
D32. Today I, by myself, arranged tools that help me perform my tasks.		.741
D33. Today I reduced the number of my tasks.		.619
D35. Today I, by myself, changed minor work procedures.		.398
D 38. Today I, by myself, took on tasks that use my knowledge and experience to the fullest.		.618

Extraction Method: Confirmatory Factor Analysis
2 Factors extracted
Fit indices: Chi square 46.15, dof 32, GFI .88, CFI .95, RMSEA .09

Appendix E – Outcomes factor analyses proactive personality

Factor matrix Proactive personality – First try

Item	Factor 1	Factor 2
G17. If I see something I don't like, I fix it.	.643	
G18. No matter what the odds, if I believe in something I will make it happen.	.608	
G19. I love being a champion for my ideas, even against others' opposition.	.658	
G20. I excel at identifying opportunities.		.740
G21. I am always looking for better ways to do things.		.866
G22. If I believe in an idea, no obstacle will prevent me from making it happen.	.709	
Eigenvalue	2.266	1.006

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization (Direct Oblimin showed that the degree of correlation between factors was below .3, therefore Varimax Rotation).
2 Factors extracted

Factor matrix Proactive personality – Final

Item	Factor 1
G17. If I see something I don't like, I fix it.	.529
G18. No matter what the odds, if I believe in something I will make it happen.	.594
G19. I love being a champion for my ideas, even against others' opposition.	.540
G20. I excel at identifying opportunities.	.688
G21. I am always looking for better ways to do things.	.506
G22. If I believe in an idea, no obstacle will prevent me from making it happen.	.783

Extraction Method: Principal Component Analysis
Forced on 1 factor

Appendix F – Outcomes factor analyses future time perspective

Factor matrix Future time perspective – First try

Item	Factor 1	Factor 2	Factor 3	Factor 4
G23. Most of my life lies ahead of me.		.863		
G24. I have the sense that time is running out.			.806	
G25. As I get older, I begin to experience time as limited.			.810	
G26. My future seems infinite to me.		.801		
G27. Many opportunities await me in the future.	.698	.313		
G28. I expect that I will set many new goals in the future.	.753			
G29. My future is filled with possibilities.				.866
G30. I could do anything I want in the future	.516			.547
G31. There is plenty of time left in my life to make new plans.	.767			
G32. There are only limited possibilities in my future.	.687			
Eigenvalue	3.086	1.366	1.228	1.056

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization (Direct Oblimin showed that the degree of correlation between factors was below .3, therefore Varimax Rotation).
4 factors extracted

Factor matrix Future time perspective – Final

Item	Factor 1
G27. Many opportunities await me in the future.	.781
G28. I expect that I will set many new goals in the future.	.781
G30. I could do anything I want in the future	.523
G31. There is plenty of time left in my life to make new plans.	.756
G32. There are only limited possibilities in my future.	.681

Extraction Method: Principal Component Analysis
1 factor extracted