African Journal of Social and Behavioural Sciences (AJSBS)
Volume 14, Number 2 (2024) ISSN: 2141-209X

THE ROLE OF WORK ENGAGEMENT AND DECISION MAKING STYLE ON JOB CRAFTING AND IN-ROLE PERFORMANCE

Olusola I. Akinbobola

Department of Psychology, Redeemer's University, Ede, Osun State, Nigeria

akinbobolao@run.edu.ng

ABSTRACT: This study adopted Job Demands and Resources Decision Making model to investigate and increase understanding of decision-making processes and work engagement on job crafting and in-role performance. A cluster sampling technique was used to select 250 professionals (148 females; 102 males) involved in decision making from various industries including health care, educational, financial and engineering/information technology in a cross-sectional survey in Lagos State, Nigeria. These participants responded to structured psychological scales. Statistical Package for Social Science version 20 was used for the descriptive and correlation analysis, while Analysis of, Moment of Structure version 21 was used to perform the Structural Equation Model. All analysis was performed at *P<0.05. Job crafting significantly influenced in-role performance; decision-making style significantly influenced in-role performance. Work engagement significantly moderated the relationship between decision-making style and in-role performance such that the relationship was stronger for those high on work engagement as compared to those low on work engagement. The Job Demands and Resources Decision Making model is partially supported when it utilized heterogeneous sample involved in decision making. It also indicated opportunity for job crafting through cognitive functioning.

Keywords: JD-R-DM Model, Work Engagement, Decision Making Style, Job Crafting, In-Role Performance

INTRODUCTION

In-role performance is task performance that comprises required outcomes as stated in the job description. In the Job Demands-Resources model within (JD-R) theory (Bakker et al., 2007), employees may adopt "bottom-up" job crafting interventions for job redesign. Job crafting is an employee's self-initiating changes to optimize one's work environment (Wrzesniewski et al., 2001). Job crafting is an individual's creativity activity and at such a personal resource (Peng 2018) because job crafting concerns proactive adjustment of the job (Bakker et al., 2020). Tims et. al. (2012) defines job crafting solely as observable employee behaviour while Wrzesniewski et al., (2001) include cognitive element to the definition.

Employees can craft their job by adapting their job demands and job resources Thus, job crafting could take the forms of increasing social job resources, structural job resources, challenging (positive) job demands, and/or decreasing hindering job demands that interfere with work performance (Tim et al., 2012). These four forms may be done through decision making. Wrzesniewski et al., (2001) argue that decision making opportunity at work has strong predictive effect on job crafting. The present study expands Bakker et al., (2007) study on (JD-

R) model to include decision-making style as a mediator between job crafting and in-role performance.

Furthermore, researchers e.g. (Bakker et al., 2014; Akinbobola et al., 2018; Akinbobola, 2023) indicated that work engagement stimulate job resources. Work engagement is a positive motivational state of vigor, dedication and absorption. Others (Tim et. al., 2013) showed that work engagement plays a moderating role between personal resources e.g. job crafting and job outcomes e.g. in-role performance. Some researchers revealed a positive relationship between job crafting and work engagement (e.g., Bakker et al., 2012; Petrou et al., 2012; Van Wingerden et al., 2017a, 2017b). The relationship between job crafting and work engagement is reciprocal that is job crafting is an antecedent of work engagement (Van Wingerden et al., 2017a) and also an outcome of work engagement (Fritz et al., 2009; Schaufeli et al., 2009; Parker et al., 2010). Connoting that work engagement can activate gain cycle of proactive work behavior such as job crafting; while job crafting can also boost work engagement (Bakker et al., 2023). This is consistent with the Job Demands-Resources model within JD-R theory (Bakker et al., 2014), which includes a feedback loop from outcomes of work engagement to antecedents of work engagement.

The JD-R model was expanded to the Job Demands and Resources Decision Making model (JD-R-DM) (Gordon et. al., 2015) model initially using nurses to further allow for decision-making style and to likely enhance work engagement. Decision- making style comprise both rational and intuitive styles; both or either styles can influence work performance (Isen, 2001). The present study also includes work engagement as moderator between decision-making style and in-role performance using heterogeneous sample.

Work engagement is an active positive affect (Ouweneel et. al. 2012) and may broaden individual information processing capacity by increasing personal resources (Fredrickson, 2003). Accordingly, job crafting is individual personal resources (Peng, 2018) and cognitive functioning resulting in higher usage of both decision-making styles on performance (Gordon et al 2015). This represents employee's proactivity on job content, to optimize organizational design and working relationship. Organisation that is proactive to changing environment often consider re-skilling their employee in response to the need to stay on top of their business. This study therefore uses job crafting as a variable, to increase understanding of decision-making processes and use JD-R-DM model to explain how work engagement and decision making style affect in-role performance.

Considering the fact that organizations are dynamic and need to redesign jobs to provide more job resources and outcomes. Akinbobola (2023) suggested that future studies should use both work engagement and job crafting to activate job resources. Furthermore, job crafting interventions are likely to stimulate positive, proactive, engaging work environments. Decision making style may also add to employees prompting work engagement. There may be a need for JD-R-DM model; there is a dearth of studies using JD-R-DM model. The present study uses JD-R-DM model by improving on the JD-R model, and also uses "bottom-up" job crafting. This study therefore uses cognitive "bottom-up" job crafting, adapting JD-R-DM model to explain how work engagement and decision making style affect in-role performance.

Hypotheses

1. Job crafting will significantly and positively predict decision- making style.

2. Job crafting will significantly influence in-role performance.
3. Job crafting will positively and significantly influence in-role performance via decision-making style.
4. Work engagement will significantly and positively influence decision making style.
5. Decision-making style will significantly and positively relate to in-role performance.
6. Work engagement will significantly have moderating effect on the relationship between Decision-making style and in-role performance.

METHOD

Research Design

This study took place in Lagos State, Nigeria utilizing a cross-sectional survey. This study investigated the mediating influence of decision-making style on job crafting and in-role performance. Also, the moderating effect work engagement on the relationship between decision-making style and in-role performance among (heterogeneous sample) of professionals in Lagos State. The predictor variable is job crafting, mediator variable is decision making style, and moderator variable is work engagement while the outcome variable is in-role performance.

Participants

The participants were 250 professionals from various industries which are health care, educational, financial, engineering/ICT. The population was divided into 3 clusters based on the 3 senatorial districts of Lagos State; and a sample of clusters Lagos West Senatorial district was selected by ballot using cluster sampling technique. Cluster sampling is a mini-representation of the population and randomly selecting from the cluster supports validity of result. This involved randomly selecting participants from Igbobi, Ifako and Ikeja, each from local government areas of the selected senatorial district.

Measures

Structured psychological instrument in a questionnaire booklet was used to collect data on job crafting, decision making style, work engagement and in-role performance. Data were also collected on demographic variables such as sex, age and job tenure.

Job crafting was measured by a 21-item Job Crafting scale (JCS) by Tims et al., (2012). The response format is a 5-point Likert type scale varying from 1 (totally disagree) to 5 (totally agree). The composite measurement indicator measured the degree to which participants engaged in crafting behaviour. The sub scales are increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands. Authors report reliability for the sub scales are increasing structural job resources: α.=.76; increasing social job resources: α=.73; increasing challenging job demands: α.=.77; decreasing hindering job demands: α.=.75. Furthermore, the current study reports the reliability estimates (Cronbach's α) of the four sub scales – (Increasing structural job resources, α = 0.65; Decreasing hindering job demands, α = 0.83; Increasing social job resources, α = 0.91; and increasing challenging job, α = 0.89. Suggesting each subscale of the JC scale has an acceptable measure of internal consistency and the overall scale has good measure of internal consistency (Cronbach's α of 0.85).

Work engagement was measured by a 9-item Work Engagement Scale (WES) by Schaufeli, et al., (2006). The response format is a 7-point Likert type scale varying from 0 (never) to 6 (always or every day). The WES assess a mental state of accomplishment and the degree to which participants were engaged in their work. The scale consists of nine items and three subscales to assess vigour, dedication, and absorption. The authors report reliability for the work engagement scale is α =0.70. Furthermore, the current study reports the internal consistency (Cronbach's α) of the three sub scales range from 0.79 – 0.87, an indication that each sub-scale of the scale has an acceptable measure of internal consistency. The overall scale has a good measure of internal consistency (Cronbach's α) of 0.92.

In-role performance (I-NPS) was measured by a 9-item Task Performance Scale by Goodman et al., (1999). The response format is a 4-point Likert type scale varying from 1 (strongly disagree) to 5 (strongly agree). Task performance scale measures task-based job performance, that is in-role performance as indicated in the job description. The authors report reliability for the task performance scale is α = .90. Furthermore, the current study reports the scale has a good measure of internal consistency (Cronbach's α) of 0.85.

Decision making style was measured by a 10-item Rational-Intuitive Decision Style Scale (RDMS) by Hamilton et al., (2016). The response format is a 5-point Likert type scale varying from 1 (strongly disagree) to 5 (strongly agree). The decision style scale is designed to assess the manner by which individuals make decisions. The scale has two sub-scales which are rational decision style and intuitive decision style. Authors report test–retest reliability for the rational (r D .79, $p < .01$) and intuitive (r D .79, $p < .01$) sub scales. Furthermore, the current study reports sub-scale rational decision style has a good measure of internal consistency (Cronbach's α) of 0.90. The sub-scale on intuitive decision style has a good measure of internal consistency (Cronbach's α) of 0.91 The overall scale has a good measure of internal consistency (Cronbach's α) of 0.82.

Procedure

The study protocol was reviewed and approved by the University Ethics Committee with registration number RUN/REC/2023/049. The participants 250 professionals participated in the survey, were also included in the analyses and they responded to structured psychological scales. Research assistants who were trained, assisted in the study, they went to the consenting organizations and distributed questionnaires to the participants. The administration of a questionnaire that contains all the instruments took place at the participants' office in Lagos. A copy of the questionnaire was given to each participant. Participants were requested to fill copies of the instruments after informed consent. Participants were assured of confidentiality and participation was voluntary.

Statistical Analysis Approach

Descriptive statistics were used to display the distribution of the data. Pearson Product Moment Coefficient was used to perform correlation analysis for the variables. To assess the internal consistency of the instrument, Cronbach's Alpha (α) was used and alpha value of 0.70 was considered reliable. Statistical Package for Social Science (SPSS) version 20 was used for the descriptive and correlation analysis, also Analysis of Moment of Structure (AMOS) version 21 was used to perform the Structural Equation Model (SEM) of the effect of job crafting, work

engagement, decision style and in-role performance. Analyses were performed at 5% level of significance.

RESULTS

Table 1: Respondent's Socio-demographic Characteristics

Variables		Frequency (%)	Mean±SD
Age			36.43±9.4
	<30 years	66 (26.4)	
	>=30 years	184 (73.6)	
Gender			
	Female	148 (59.2)	
	Male	102 (40.8)	
Highest Education Level			
	O-level/ND	53 (21.2)	
	BSc/HND	78 (31.2)	
	MSc/PhD	48 (19.2)	
	Professional	71 (28.4)	
Position			
	Executive Management	23 (9.2)	
	Senior Management	48 (19.2)	
	Senior Officer	56 (22.4)	
	Officer	58 (23.2)	
	Junior Officer	65 (26.0)	
Work Experience			6.60±6.03
	<10 years	197 (78.8)	
	>=10 years	53 (21.2)	
Type of Organization			
	Health Care	102 (40.8)	
	Educational	48 (19.2)	
	Engineering/ICT	46 (18.4)	
	Financial	54 (21.6)	
Participate in decision making			
	No	22 (8.8)	
	Yes	228 (91.2)	

Respondents Socio-demographic Characteristics

The participants' socio-demographic characteristics are presented in Table 1. The majority (73.6%) are at least 30 years of age and more than half (59.2%) of them were females. A little above 40% of them work in the health sector. Also, about 50% of the participants have at least a first-degree education and 71.6% are officers indicate can make cognitive 'bottom up' job crafting. Furthermore, more than half (78.8%) of the respondents have less than 10 years of work experience and a majority (91.2%) of the respondents are involved in decision making in the organization.

Table 2: Inter-correlation

Variables	M	SD	JCS	WES	RDMS	INPS	Age	Work Experience
JCS	87.78	8.76	1					
WES	41.19	7.40	0.299*	1				
RDMS	29.57	3.75	0.328*	0.299*	1			
INPS	37.16	5.92	0.411*	0.412*	0.404*	1		
Age	36.43	9.4	0.068	0.277*	0.294*	0.166*	1	
Work Experience	6.60	6.03	0.05	0.180*	0.234*	0.140*	0.875*	1

*Significant at 5% level of significance

The inter-relationship among age, work experience, job crafting, work engagement, decision making style and in-role performance were examined using Pearson's moments correlation analysis as presented in Table 2, to see how they correlated with each other. Significant correlation coefficients at 5% level of significance are in asterisks (*). All the variables job crafting [$r(249) = 0.41$; $p < 0.05$]; work engagement [$r(249) = 0.41$; $p < 0.05$]; decision-making style [$r(249) = 0.40$; $p < 0.05$]; age [$r(249) = 0.16$; $p < 0.05$] and work experience [$r(249) = 0.14$; $p < 0.05$] were found to be positively and significantly correlated with in-role performance. Again, all other variables were positively and significantly correlated with each other except age with job crafting and work experience with job crafting (Table 2). After presentation of inter-correlation of the major variables, mediation and mediatory analysis were conducted.

Mediating effect of decision-making style (RDMS) on job crafting (JCS) and in-role performance (INPS)

The global fit of the models to the data was tested by Chi-square setting the level of significance alpha to 0.01, a smaller value of the ratio between the Chi-square and its degree of freedom was considered a good fit due to the sensitive nature of Chi-square to sample size. Also, Goodness-of-fit Index (GFI), and Adjusted Goodness-of-fit Index (AGFI), with threshold values closer to 1.0 were used to assess the model fit (Daire et al., 2008).

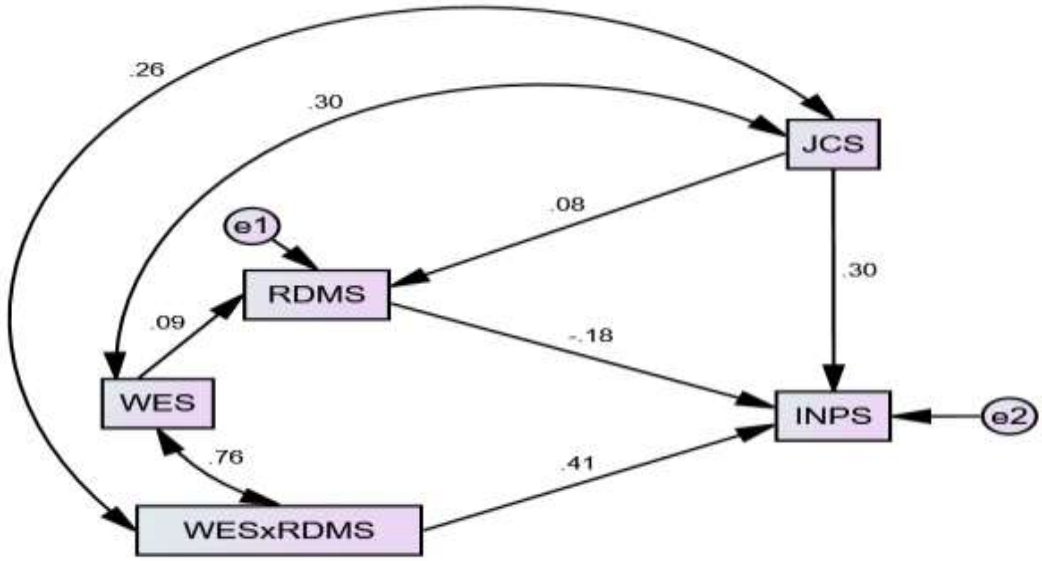

Figure 1: Model 1 - Standardized Model Parameter Estimates of the mediating effect of decision-making style (RDMS) on job crafting (JCS), the moderating effect of work engagement (WES) on decision-making style (RDMS) and in-role performance (INPS)

Table 3: **Standardized Regression weights (Model 1)**

Path			Estimate	S.E.	P-value
RDMS	←	JCS	0.053	0.045	0.239
RDMS	←	WES	0.068	0.053	0.195
INPS	←	RDMS	-0.121	0.035	<0.001
INPS	←	WES x RDMS	0.004	0.001	<0.001
INPS	←	JCS	0.136	0.024	<0.001

Table 4: Standardized Total Effect (Model 1)

	WES	WES x RDMS	JCS	RDMS
RDMS	0.09		0.08	
INPS	-0.016	0.41	0.289	-0.18

Table 5: Standardized Direct Effect (Model 1)

	WES	WES x RDMS	JCS	RDMS
RDMS	0.09		0.08	
INPS		0.41	0.30	-0.18

Table 6: Standardized Indirect Effect (Model 1)

	WES	WES x RDMS	JCS	RDMS
RDMS				
INPS	-0.016		-0.01	

Table 7: **Model Fit Statistics**

Model	NPAR	x^2	*df*	*CGF*	RMR	GFI	AGFI	PGFI	RMSEA
Default model	5	1180.311*	10	118.031	749.582	0.721	0.377	0.390	0.686

x^2 =Chi-square statistics; df=degree of freedom; CGF=Chi-square Goodness-of-Fit; RMR=Root mean square residual; GFI=Goodness-of-Fit index; AGFI= Adjusted Goodness-of-Fit index; PGFI=Parsimony Goodness-of-Fit Index; RMSEA= Root mean square error of approximation

**Significant at 1% level of significance*

Hypotheses Testing

The Regression weights on the model (Figure 1) are presented in Table 3, and the Total, direct and indirect effects are presented in Tables 4-6. The model fits statistics are presented in Table 7 indicating that the model has a very good fit suggesting that the model fits the data very well.

Hypothesis One: Specifically, job crafting did not positively predict decision-making style (P = 0.239) in Table 3

Hypothesis Two: There is a significant influence of job crafting on in-role performance (P < .001) in Table 3.

From Table 4, Total Effects:

The standardized total (direct and indirect) effect of job crafting JCS on decision-making style RDMS is 0.08. That is, due to both direct (unmediated) and indirect (mediated) effects of job crafting JCS on decision-making style RDMS, when job crafting JCS goes up by 1, decision-making style RDMS goes up by 0.08 The standardized total (direct and indirect) effect of job crafting JCS on in-role performance INPS is 0.08. That is, due to both direct (unmediated) and indirect (mediated) effects of job crafting JCS on in-role performance INPS, when job crafting JCS goes up by 1, in-role performance INPS goes up by 0.08. Also, the standardized total (direct and indirect) effect of decision-making style RDMS on in-role performance INPS is -0.18. That is, due to both the direct (unmediated) and indirect (mediated) effects of decision-making style RDMS on in-role performance INPS, when decision-making style RDMS goes up by 1, in-role performance INPS decreases by -0.18 (Table 4).

Table 5 Direct Effects:

The standardized direct (unmediated) effect of job crafting on decision-making style is 0.08. That is, due to the direct (unmediated) effect of job crafting on decision-making style, when job crafting goes up by 1, decision-making style goes up by 0.08 This is in addition to any indirect (mediated) effect that job crafting may have on decision-making style. Also, the standardized direct (unmediated) effect of job crafting on in-role performance is 0.30. That is, due to the direct (unmediated) effect of job crafting on in-role performance, when job crafting goes up by 1, in-role performance goes up by 0.30. This is in addition to any indirect (mediated)

effect that job crafting may have on in-role performance. Similarly, the standardized direct (unmediated) effect of decision-making style on in-role performance is -0.18. That is, due to the direct (unmediated) effect of decision-making style on in-role performance, when decision-making style goes up by 1, in-role performance decrease by 0.10 This is in addition to any indirect (mediated) effect that decision-making style may have on in-role performance (Table 5).

Table 6, Indirect Effects:

Hypothesis 3: The indirect (mediated) effect of job crafting on in-role performance is -0.01 due to the indirect (mediated) effect of job crafting on in-role performance, when job crafting goes up by 1, in-role performance decrease by 0.01. This is in addition to any direct (unmediated) effect that job crafting may have on in-role performance (Table 6). The standardized indirect (mediated) effect of job crafting on in-role performance is not significantly different from zero at the 0.05 level (p=0.151 two-tailed), suggesting that there is no mediating effect of decision-making style on job crafting and in-role performance.

Moderating effect of work engagement on decision-making style and in-role performance.

The regression weights on the model (Figure 1) are presented in Table 3, and the model fits statistics are presented in Table 7 indicating that the model has a very good fit suggesting that the model fits the data very well.

Hypothesis Four: Specifically, There is no significant positive relationship between work engagement, and decision-making style (P = 0.195) in Table 3.

Hypothesis Five: Also, There is a negative significant relationship between decision-making style and in-role performance (P < .001) in Table 3.

Hypothesis Six: The interaction effect of the decision-making style and work engagement (WES x RDMS) leads to a significant increase in in-role performance by 0.004. Also, a unit increase in the decision-making style leads to a significant decrease in the in-role performance by 0.12, hence we can conclude that work engagement moderates the effect of decision-making style and in-role performance (Table 3). Such that the relationship is stronger for those high on work engagement as compared to those low on work engagement.

DISCUSSION

The findings of Hypothesis one that job crafting did not significantly and positively predict decision-making style does not support Gordon et al., (2015) job resources will influence analytic and or intuitive decision making. However, the result of inter-correlation shows a positive relationship between job crafting and decision-making style.

The findings of hypothesis two that job crafting significantly influence in-role performance supported (Schaufeli et al., 2009). A unit increase in job crafting leads to a significant increase in in-role performance. Job crafting (increasing social job resources, structural job resources, challenging (positive) job demands, and/or decreasing hindering job demands) is found to positively influence employee performance in diverse situation where they work. This finding

confirmed proactive behaviour and JD-R model, showing that when employees use job crafting, they are positively relating to job performance Bakker et al., 2020).

The findings of hypothesis three that job crafting did not positively and significantly influence in-role performance via decision-making style indicated that there is no mediation of decision-making style on job crafting and in-role performance. This does not corroborate (Karasek, 1985; Kahn, 1990) that organizations can regulate demanding and difficult situations by increasing job resources to positively influence performance possibly through decision making. In another finding, hypothesis four, work engagement did not significantly and positively influence decision-making style and therefore did not substantiate (Gordon et al., 2015) that work engagement positively related to decision-making style. However, the result of inter-correlation showed a positive relationship between work engagement and decision-making style.

However, in this finding of hypothesis five, decision-making style significantly and negatively influenced in-role performance. However, the inter-correlation result showed a positive relationship between decision making style and in-role performance. This finding verified the study of (Borman et al., 1993) that decision making relates to task performance also termed in-role performance. Workers of various organisations make use of their job description in their in-role performance.

Moreover, in another finding, hypothesis six, work engagement significantly has moderating effect on the relationship between decision making style and in-role performance such that the relationship is stronger for those high on work engagement as compared to those low on work engagement. This present study result did not confirm Gordon et al., (2015) study that there is no moderation effect of work engagement on the relationship between daily analytical decision making and daily task performance. Conversely, Gordon et al., (2015) got significant relationship when there was a stronger positive relation between daily intuitive decision making and daily contextual performance for those nurses high on general work engagement as compared to those low on general work engagement.

The present study uses decision making styles which comprise both rational decision making (also known as analytical decision making) and intuitive decision making. Thus, in the present study, work engagement improved the workers cognitive functioning because it has enduring positive affect. Work engagement thereby influenced decision making. A unit increase in the interaction effect of the decision-making style and work engagement leads to a significant increase in in-role performance. Then, there is moderating effect of work engagement on decision-making style and in-role performance. The present study emphasised the role of work engagement as it enhanced workers energy in demanding work environment and arduous situations (Akinbobola 2023; Salanova et al., 2005; Xanthopoulou et al., 2009) in the various organisations. This means that those that are highly engaged, have more energy and performance than workers that have low engagement with less energy and performance.

Conclusion

In this study, the JDR-DM model is partially supported when it utilised heterogeneous sample involved in decision making. It also indicated opportunity for job crafting through cognitive functioning. This study further extend literature on work engagement, decision-making style and in-role performance; by adding job crafting as personal resource. It made use of only in-

role performance and did not include extra-role (contextual) performance. It also combined both rational and intuitive decision making styles. Decision-making style is found to have relationship with job-crafting, work engagement and in-role performance but did not predict the three variables.

Recommendations

Managers should support and train staff in job crafting so that they can redesign their work to fit their abilities and needs and increase in-role performance. Employees should be encouraged in decision-making in the organisation. Managers should seek out employees who exhibit high work engagement to use their energy to perform their work efficiently.

Limitations of the Study

This study utilised a cross-sectional survey design. Cross-sectional studies do not show causality between variables. Future studies should use longitudinal surveys, it use the same samples over a period of time, and it enable the discovery of changes in the characteristics of the population. Also, the dimensions of decision-making style should be used separately as rational style and intuitive style in the analysis of the influence of each style on job crafting; on work engagement and on in-role performance.

REFERENCES

Akinbobola, O. I. Emotional demands–abilities fit and role-based performance: the mediating influence of work engagement. *North American Journal of Psychology 25* (2) 355-372.

Akinbobola, O. I., Teluwo, A. (2018) Mediatory influence of work engagement on employability skill and job innovativeness. *International Journal of Applied Psychology 8(*2), 17-22.

Bakker, A. B., & Demerouti, E. (2014). "Job demands-resources theory," in C. Cooper and P. Chen (Eds) *Wellbeing: A Complete Reference Guide* (37–64) Chichester: Wiley-Blackwell.

Bakker, A. B., Demerouti, E. & Sanz-Verge A (2023). Job Demands–Resources Theory: Ten Years Later. *Annual. Review of Organizational Psychology Organizational Behavior 10* 25–53.

Bakker, A. B., Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology, 22*, 309–328.

Bakker, A. B., Hetland, J., Olsen, O. K., Espevik, R.. & De Vries, J. D. (2020). Job crafting and playful work design: Links with performance during busy and quiet days. Journal of Vocational Behavior 122 https://doi.org/10.1016/j.jvb.2020.103478

Bakker, A. B., Tims, M., Derks, D. (2012). Proactive personality and job performance: the role of job crafting and work engagement. *Human Relationship 65,* 1359–1378. doi: 10.1177/0018726712453471

Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection* (pp. 71–98). San Francisco, CA: Josey-Bass.

Daire, H, Joseph C, Michael, R. M, (2008) Structural equation model: Guidelines for determining model fit. Electron *Journal Business Research methods 6*(1), 53-60.

Fredrickson, B. L. (2003). Positive emotions and upward spirals in organizations. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organizational psychology* (pp. 163–175). San Francisco, CA: Berrett-Koehler Publishers.

Fritz, C., & Sonnentag, S. (2009). Antecedents of day-level proactive behavior: a look at job stressors and positive affect during the workday. *Journal of Management. 35*, 94–111. doi: 10.1177/0149206307308911

Goodman, S. A., Svyantek, D. J. (1999). Person-organization fit and contextual performance: Do shared values matter. *Journal of Vocational Behavior*, *55*(2), 254-275.

Gordon, H. J., Demerouti, E., Bipp, T., & Le Blanc, P. M. (2015). The job demands and resources decision making (JD-R-DM) model. *European Journal of Work and Organizational Psychology, 24* (1), 44-58. https://doi.org/10.1080/1359432X.2013.842901

Hamilton, K., Shih, S., & Mohammed, S. (2016). The development and validation of the rational and intuitive decision styles scale. *Journal of Personality Assessment. 98*(5),523-35. doi: 10.1080/00223891.2015.1132426.

Isen, A. M. (2001). An influence of positive affect of decision making in complex situations: Theoretical issues with practical implications. *Journal of Consumer Psychology, 11*, 75–85.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal, 33*, 692–724.

Karasek, R. (1985). Job content instrument: Questionnaire and user's guide, revision 1.1. Los Angeles: University of Southern California.

Ouweneel, E., Le Blanc, P.M., Schaufeli,W. B.,vanWijhe, C. I. (2012). Good morning, good day: A diary study on positive emotions, hope, and work engagement. *Human Relations, 65*, 1129–1154.

Parker, S. K., Bindl, U., and Strauss, K. (2010). Making things happen: a model of proactive motivation. *Journal of Management 36*, 827–856. doi: 10.1177/0149206310363732

Peng, C. (2018) A literature review of Job crafting and its related researches. *Journal of Human Resource and Sustainability Studies 6*(1) 1-7.

Petrou, P., Demerouti, E., Peeters, M. C. W., Schaufeli, W. B., Hetland, J. (2012). Crafting a job on a daily basis: contextual correlates and the link to work engagement. *Journal of Organizational Behavior 33,* 1120–1141. doi: 10.1002/job.1783

Salanova, M., Agut, S., Pieró, J. M. (2005). Linking Organizational Resources and Work Engagement to Employee Performance and Customer Loyalty: The Mediation of Service Climate. *Journal of Applied Psychology 90*(6), 1217–1227.

Schaufeli, W. B., Bakker, A. B., Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement, 66* (4), 701-716.

Schaufeli, W. B., Bakker, A. B., Van Rhenen, W. (2009). How changes in job demands and resources predict burnout, work engagement, and sickness absenteeism. *Journal of Organizational Behavior, 30,* 893–917.

Tims, M., Bakker, A. B., & Derks, D. (2016). Job crafting and its relationships with person–job fit and meaningfulness: a three-wave study. *Journal of Vocational Behavior 92,* 44–53. doi: 10.1016/j.jvb.2015.11.007

Tims, M., Bakker, A. B., Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior, 80,* 173–186.

Tims, M., Bakker, A. B., Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology, 18,* 230–240.

Van Wingerden, J., Bakker, A. B., & Derks, D. (2017a). Fostering employee well-being via a job crafting intervention. *Journal of Vocational Behavior 100,* 164–174. doi: 10.1016/j.jvb.2017.03.008

Van Wingerden, J., Bakker, A. B., & Derks, D. (2017b). The longitudinal impact of a job crafting intervention. *European Journal of Work Organizational. Psychology 26,* 107–119. doi: 10.1080/1359432X.2016.1224233

Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review, 26*(2), 179-201. doi:10.5465/AMR.2001.4378011

Xanthopoulou, D., Bakker, A. B., Demerouti, E., Schaufeli, W. B. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of Occupational and Organizational Psychology, 82,* 183–200.