

**AN EMPIRICAL EXAMINATION INTO THE DYNAMICS AND PROCESSES
THAT INFORM JOB CRAFTING PRACTICES, BY EMPLOYEES WHO
SPAN INTER-ORGANISATIONAL BOUNDARIES.**

RACHEL JANE NAYANI

Doctor of Philosophy (PhD)

University of East Anglia, Norwich Business School

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ABSTRACT

In this thesis, I examine the role of boundary spanners' job crafting in cross-boundary collective working, applying a longitudinal, multiple case study design and qualitative methods, comprising repeated semi-structured interviews, within the ontological position of critical realism.

Participants comprised seventeen boundary spanners across four case studies and six individual boundary spanners, totalling twenty-three participants. Data gathering comprised between two and six hour-long semi-structured interviews, repeated at two to four month intervals, totalling seventy-two interviews.

Within-case thematic analysis and cross-case comparison generated three findings, each supported by explanatory propositions and models. First, a dark and secretive side to job crafting, whereby organisational systems are circumnavigated, crafting is undertaken in self-interest at the expense of others and less desired activities are crafted to others. This finding challenges the positive view of job crafting in research to date.

Second, movement from individual to collective cross-boundary working comprises a three-stage progression that unfolds over time: from individual, through a hitherto unidentified form of job crafting, termed 'complementary', to collaborative crafting. The content and form of job crafting are dynamically inter-linked, such that crafted relational boundaries generate relational structures that hold potential for further crafting at the higher levels. This finding contributes to understanding of cross-level processes of job crafting, relational aspects of job design and the role of job crafting in the micro-foundations of inter-organisational working.

Third, adverse events intervene in job crafting, leading to a one-step degeneration of movement, from collective to individual working. In some cases, boundary spanners persist, while in others they disengage, indicating a

goal-hierarchy aspect to job crafting. Furthermore, job crafting may be undertaken for the inherent enjoyment of the activity itself, or as a means of reaching a desired end state. This finding contributes to knowledge of the cognitive and motivational processes that underpin job crafting.

LIST OF CONTENTS

<u>ABSTRACT</u>	<u>2</u>
<u>LIST OF CONTENTS</u>	<u>4</u>
<u>LIST OF TABLES</u>	<u>11</u>
<u>LIST OF FIGURES</u>	<u>13</u>
<u>ACKNOWLEDGEMENTS</u>	<u>14</u>
<u>CHAPTER 1 THESIS OVERVIEW</u>	<u>15</u>
1.1 THE PROBLEM OF STATEMENT AND RATIONALE FOR SELECTING BOUNDARY SPANNERS' JOB CRAFTING AS A TOPIC OF STUDY	15
1.2 FORMULATION OF THE AIM, RESEARCH QUESTION, AIM AND OBJECTIVES FOR THE STUDY	17
1.3 THE IMPORTANCE OF THIS STUDY	21
1.4 RESEARCH STRATEGY AND METHODS.....	23
1.4.1 PHILOSOPHICAL POSITION OF CRITICAL REALISM.....	23
1.4.2 MULTIPLE CASE STUDY DESIGN	23
1.4.3 CASE RECRUITMENT AND FINAL SELECTION	24
1.4.4 LONGITUDINAL, QUALITATIVE DATA COLLECTION METHODS	24
1.4.5 APPROACH TO METHODOLOGICAL RIGOUR	25
1.5 ORGANISATION OF THE THESIS	25
<u>CHAPTER 2 LITERATURE REVIEW AND DEVELOPMENT OF GUIDING CONCEPTUAL FRAMEWORK.....</u>	<u>29</u>
2.1 INTRODUCTION	29
2.2 METHODS FOR UNDERTAKING THE LITERATURE REVIEW	30
2.2.1 SUPPLEMENTARY JOB CRAFTING LITERATURE SEARCH (JUNE 2015)	31
2.2.2 FINAL JOB CRAFTING LITERATURE REVIEW (JULY 2016).....	32
2.3 INTRODUCTION TO THE CENTRAL CONCEPT OF JOB CRAFTING.....	32
2.4 THE TIMS AND BAKKER (2010) CONCEPTUALISATION OF JOB CRAFTING.....	36
2.4.1 DIFFERENCES IN TREATMENT OF JOB CRAFTING BETWEEN TIMS AND BAKKER (2010) AND WRZESNIEWSKI AND DUTTON (2001)	38

2.5 OVERVIEW OF STUDIES APPLYING OR ADAPTING THE TIMS, BAKKER AND DERKS (2012) JOB CRAFTING SCALE	40
2.6 BUILDING THE GUIDING CONCEPTUAL FRAMEWORK: JOB CRAFTING STUDIES	42
2.6.1 STUDIES EXAMINING THE PROCESSES OF JOB CRAFTING	46
2.6.2 STUDIES EXAMINING THE MOTIVATION TO JOB CRAFT.....	46
2.6.3 ALTERNATIVE FRAMEWORK TO EXAMINE MOTIVATION TO JOB CRAFT: SELF-DETERMINATION THEORY (SDT)	48
2.6.4 A CLOSER EXAMINATION OF INTRA-PERSONAL PROCESSES OF JOB CRAFTING: GOAL HIERARCHY AND INTRA-PERSONAL PROCESSES	51
2.6.5 STUDIES EXAMINING JOB CRAFTING AND WORK MEANING	54
2.6.6 STUDIES EXAMINING THE JOB CRAFTING AND WORK IDENTITY	55
2.6.7 STUDIES EXAMINING THE JOB CRAFTING AND WORK ORIENTATIONS	56
2.6.8 STUDIES EXAMINING THE JOB CRAFTING AND WELLBEING	57
2.6.8 STUDIES EXAMINING THE JOB CRAFTING AT HIGHER LEVELS OF ANALYSIS	59
2.6.9 STUDIES EXAMINING THE JOB CRAFTING WITHIN THE ELABORATED MODEL OF WORK DESIGN.....	60
2.6.10 A CLOSER EXAMINATION OF BOUNDARY CONDITIONS OF JOB CRAFTING	62
2.7 DEVELOPING THE GUIDING CONCEPTUAL FRAMEWORK: BOUNDARY-SPANNING LITERATURE	65
2.7.1 CHARACTERISTICS OF BOUNDARY SPANNING AND IMPLICATIONS FOR THE PRESENT STUDY.....	67
2.7.2 INTERNAL AND EXTERNALLY DIRECTED ACTIVITIES OF BOUNDARY SPANNERS AND IMPLICATIONS FOR THE PRESENT STUDY	70
2.7.3 POTENTIAL IDENTITY CONFLICTS FOR BOUNDARY SPANNERS AND IMPLICATIONS FOR THE PRESENT STUDY	71
2.7.4 BOUNDARY SPANNING: A CLOSER EXAMINATION OF CROSS-BOUNDARY INTER-PERSONAL INTERACTIONS	73
2.7.5 BOUNDARY SPANNING: THE POTENTIAL DARKER SIDE OF CRAFTING IN LOW MANAGERIAL CONTROL AND HIGH LATITUDE JOBS	76
2.8 A FURTHER CONSIDERATION: THE TEMPORAL ASPECT OF JOB CRAFTING	79
2.9 CONCLUSION	80
<u>CHAPTER 3 RESEARCH STRATEGY AND METHODS.....</u>	<u>82</u>
3.1 INTRODUCTION	82
3.2 RESEARCH STRATEGY	82
3.2.1 PHILOSOPHICAL PERSPECTIVE OF CRITICAL REALISM	82
3.2.2 CHOICE OF RESEARCH STRATEGY	93

3.3 RESEARCH DESIGN AND METHODS	99
3.3.1 OVERVIEW OF DESIGN AND METHODS	99
3.3.2 SELECTION AND RECRUITMENT OF CASE STUDIES	100
3.3.3 BOUNDING THE CASE STUDIES	103
3.3.4 CASE STUDIES AND PARTICIPANTS	104
3.4 FIELDWORK	109
3.4.1 INTERVIEWING THE PARTICIPANTS	109
3.4.2 GENERATING THE INTERVIEW PROTOCOLS	110
3.4.3 INTERVIEW APPROACH AND QUESTIONING	110
3.4.4 APPROACH TO CONDUCTING FIELDWORK	113
3.4.5 PRELIMINARY STUDY: REFINING THE RESEARCH METHODS	116
3.5 CONCLUSION	118

CHAPTER 4 ANALYTICAL STRATEGY AND PROCEDURES: IDENTIFICATION OF CROSS-CASE THEMES 119

4.1 INTRODUCTION	119
4.2 DATA REDUCTION AND DISPLAY	120
4.2.1 DATA REDUCTION: AN EXCERPT SUMMARY FOR EACH CASE STUDY/CASE.....	120
4.2.2 DATA DISPLAY: JOB CRAFTING ENDEAVOURS.....	121
4.2.3 DATA DISPLAY: JOB CRAFTING AND TEMPORAL DISPLAYS.....	122
4.3 ANALYTICAL PROCEDURES	122
4.3.1 ANALYTICAL PROCEDURE TO IDENTIFY MAIN THEMES: ANALYTIC RESOLUTION	123
4.4 LINKING THE RESEARCH QUESTION, STUDY AIM AND OBJECTIVES AND FINDINGS; THE RELEVANT CHAPTERS.....	138
4.5 CONCLUSION	141

CHAPTER 5 CASE STUDY DESCRIPTIONS 142

5.1 INTRODUCTION	142
5.2 BUILDING THE CASE STUDY DESCRIPTIONS	142
5.3 CASE STUDY DESCRIPTION OF INSURE CO (KEITH, GREG AND CARL)	142
5.4 CASE STUDY DESCRIPTION OF ENERGY CO (ASHLEY, SIMON, JUDY, IAN, BRUCE AND CATHY)	147
5.5 CASE STUDY DESCRIPTION OF MEDIC CO (JOHN, ELIZABETH, LORNA AND BARBARA)	152
5.6 CASE STUDY DESCRIPTION OF AIR CO (SIOBHAN, KAREN, JULIA AND SAM)	161
5.7 THE INDIVIDUAL BOUNDARY SPANNERS	165

5.7.1 CASE DESCRIPTION OF MARCUS AT MILITARY CO	165
5.7.2 CASE DESCRIPTION OF STEVE AT EDU CO.....	167
5.7.3 CASE DESCRIPTION OF PATRICK AT TRAIN CO	169
5.7.4 CASE DESCRIPTION OF DIANE AT HOUSE CO.....	170
5.7.5 CASE DESCRIPTION OF JO AT SURVEY CO.....	173
5.7.6 CASE DESCRIPTION OF ALEX AT ESTATE CO	174
5.8 CONCLUSION	179

CHAPTER 6 FINDING - A DARK SIDE TO JOB CRAFTING..... 181

6.1 INTRODUCTION	181
6.2 ANALYTIC RESOLUTION: THE DARK SIDE OF JOB CRAFTING THEME	182
6.3 DARK CRAFTING BY CIRCUMNAVIGATING ORGANISATIONAL SYSTEMS, STRUCTURES AND PROCESSES	185
6.4 DECISIONS TO ACT IN OWN INTEREST	189
6.5 CRAFTING LESS DESIRED ASPECTS OF JOB TO OTHERS	200
6.6 AN OVER-ARCHING THEME: A SECRET ASPECT TO JOB CRAFTING	202
6.7 THE CONTRIBUTION OF THE DARK CRAFTING FINDING	203
6.8 CONCEPTUAL ABSTRACTION: EXPLANATION OF DARK CRAFTING	204
6.8.1 PERCEIVED OPPORTUNITY TO DARK CRAFT: TASK INTERDEPENDENCE.....	206
6.8.2 PERCEIVED OPPORTUNITY TO DARK CRAFT: MONITORING SYSTEMS	207
6.8.3 CONTEXTUAL CHARACTERISTICS: ELABORATED MODEL OF WORK DESIGN	209
6.8.4 CONTEXTUAL CHARACTERISTICS: BEHAVIOURAL INFLUENCE AND NORMS	210
6.8.5 MOTIVATION: NEEDS AND PREFERENCES	211
6.9 AN EXPLANATORY MODEL FOR DARK CRAFTING	213
6.10 CONCLUSION	216

CHAPTER 7 FINDING - MOVEMENT BETWEEN INDIVIDUAL AND COLLECTIVE CROSS-BOUNDARY WORKING THROUGH JOB CRAFTING: A STAGED PROGRESSION..... 217

7.1 INTRODUCTION	217
7.2 ANALYTIC PROCEDURE THAT GENERATED THESE FINDINGS	219
7.3 STAGE 1. BOUNDARY-SPANNERS SHAPE THEIR ENVIRONMENT IN ORDER TO GENERATE OPPORTUNITIES FOR ACROSS-BOUNDARY COLLECTIVE WORKING	226
7.3.1 GENERATING OPPORTUNITIES BY TARGETING AND PLANNING INTERACTIONS.....	228

7.3.2	GENERATING OPPORTUNITIES BY GESTURING HELPFULNESS AND TACITLY INVITING RECIPROCITY	231
7.3.3	GENERATING OPPORTUNITIES BY UTILISING SOCIAL CONTACTS.....	234
7.4	STAGE 2 – AN INTERIM STAGE IN MOVEMENT TO COLLABORATIVE WORKING: JOB CRAFTING BASED UPON COMPLEMENTARITY BETWEEN CORRESPONDING BOUNDARY SPANNERS	235
7.5	STAGE 3: MOVEMENT TO COLLABORATIVE CRAFTING	243
7.6	THE CONTRIBUTION OF THE MOVEMENT FINDINGS	246
7.7	CONCEPTUAL ABSTRACTION: EXPLANATION OF MOVEMENT.....	247
7.7.1	FORM OF JOB CRAFTING: INDIVIDUAL, COMPLEMENTARY AND COLLABORATIVE	250
7.7.2	TYPE OF JOB CRAFTING	252
7.7.3	INTER-PERSONAL EXCHANGES ACROSS THE BOUNDARY	254
7.7.4	MOVEMENT AND THE CROSS-BOUNDARY DESIGN OF WORK	259
7.7.5	MOTIVATION FOR MOVEMENT	262
7.8	BUILDING AN EXPLANATORY MODEL FOR CROSS-BOUNDARY MOVEMENT.....	264
7.9	CONCLUSION	268

CHAPTER 8 FINDING – DEGENERATION AND THWARTING OF MOVEMENT
BETWEEN INDIVIDUAL AND COLLECTIVE CROSS-BOUNDARY WORKING
THROUGH JOB CRAFTING: A ONE-STEP REGRESSION..... 270

8.1	INTRODUCTION	270
8.2	ANALYTIC APPROACH TO GENERATE THESE FINDINGS.....	272
8.2.1	DEGENERATION FROM COLLECTIVE WORKING: DIRECT TO INDIVIDUAL JOB CRAFTING	272
8.2.2	THWARTING OF COLLECTIVE WORKING	273
8.3	DEGENERATION OF CROSS-BOUNDARY COLLECTIVE WORKING: DIRECT TO INDIVIDUAL JOB CRAFTING	273
8.4	AN OVER-ARCHING THEME OF DEGENERATION: CRAFTING TO AVOID	284
8.5	THWARTING OF COLLECTIVE WORKING	285
8.6	CONTRIBUTION OF THE DEGENERATION AND THWARTING FINDINGS.....	288
8.7	CONCEPTUAL ABSTRACTION: EXPLANATION OF THWARTING AND DEGENERATION	289
8.7.1	FORM AND TYPE OF JOB CRAFTING	291
8.7.2	PROPERTIES OF ADVERSE EVENTS LEADING TO DEGENERATION OR THWARTING.....	292
8.7.3	INTRA-PERSONAL PROCESSES IN THE FACE OF ADVERSE EVENTS.....	294
8.7.4	IMPLICATIONS OF ADVERSE EVENTS FOR MOTIVATION	297
8.8	EXPLANATORY MODELS OF DEGENERATION AND THWARTING.....	298
8.8.2	EXPLANATORY MODEL OF THWARTING	301

8.8.3 EXPLANATORY MODEL OF INTRA-PERSONAL PROCESSES IN RESPONSE TO AN ADVERSE EVENT ...	301
8.9 CONCLUSION	302
<u>CHAPTER 9 DISCUSSION</u>	<u>304</u>
9.1 INTRODUCTION	304
9.2 REVIEW OF THE STUDY RESEARCH QUESTION, AIM AND OBJECTIVES	304
9.3 SUMMARY OF RESEARCH FINDINGS.....	305
9.4 ADDRESSING THE RESEARCH QUESTION, AIM AND STUDY OBJECTIVES	308
9.4.1 OBJECTIVE 1: DESCRIPTIONS OF BOUNDARY SPANNERS' JOB CRAFTING.....	308
9.4.2 OBJECTIVE 2: DETERMINE SIMILARITIES IN JOB CRAFTING IN DIFFERING INTER-ORGANISATIONAL CONTEXTS.....	308
9.4.3 OBJECTIVE 3: DETERMINE THE INFLUENCE OF JOB CRAFTING PRACTICES BY BOUNDARY SPANNERS ON THEMSELVES AND OTHERS' JOB CRAFTING	309
9.4.4 OBJECTIVE 4: EXPLORE THE TEMPORAL ASPECTS OF JOB CRAFTING, SPECIFICALLY CHAINS OF EVENTS AND ACTIVITIES	310
9.4.5 OBJECTIVE 5: EXAMINE THE 'WHAT', 'WHEN', 'HOW' AND 'WHY' OF BOUNDARY SPANNERS' JOB CRAFTING, SO AS TO CONTRIBUTE TO CONCEPTUAL AND THEORETICAL DEVELOPMENT.....	311
9.5 DISCUSSION OF FINDINGS.....	313
9.5.1 DISCUSSION OF FINDING 1: A DARK SIDE TO JOB CRAFTING	313
9.5.2 DISCUSSION OF FINDING 2: CROSS-BOUNDARY MOVEMENT BETWEEN INDIVIDUAL AND COLLABORATIVE CRAFTING, OVER TIME	317
9.5.3 DISCUSSION OF FINDING 3: DEGENERATION OF COLLECTIVE FORMS OF JOB CRAFTING: ADVERSE EVENTS AND INTRA-PERSONAL PROCESSES	320
9.6 THEORETICAL CONTRIBUTIONS AND RESEARCH IMPLICATIONS	324
9.7 PRACTICAL IMPLICATIONS	325
9.8 STRENGTHS AND LIMITATIONS.....	327
9.9 RECOMMENDATIONS FOR FUTURE RESEARCH	330
9.10 CONCLUSIONS.....	332
<u>REFERENCES</u>	<u>335</u>
<u>APPENDIX A: STUDIES ADOPTING THE WRZESNIEWSKI AND DUTTON (2001) CONCEPTUALISATION OF JOB CRAFTING</u>	<u>353</u>
<u>APPENDIX B: STUDIES ADOPTING THE TIMS AND BAKKER (2010) CONCEPTUALISATION OF JOB CRAFTING</u>	<u>362</u>

APPENDIX C: DATA COLLECTION PROTOCOL	372
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APPENDIX D: INITIAL AND REVISED DATA CODES	379
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LIST OF TABLES

Table	Title	Page
Table 2.1	Summary of insights cleaned from the literature review that guided the present study	45
Table 3.1	A description of four modes of inference (from Danermark et al., 2001)	92
Table 3.2	Study objectives, requirements and design and methods	94
Table 3.3	Quality criteria applied to the research (based upon Healy & Perry, 2000)	97
Table 3.4	Summary of organisational sector, size and inter-organisational forms	108
Table 3.5	Longitudinal fieldwork timetable	109
Table 3.6	Interviews completed by each participant	115
Table 4.1	Themes for conceptual abstraction, by participant and case study	126
Table 4.2	Analysis of themes, preliminary logic and reasoning	127
Table 4.3	Conceptual irregularities and patterns in Insure Co	129
Table 4.4	Conceptual irregularities and patterns in Energy Co	131
Table 4.5	Conceptual irregularities and patterns in Medic C	133
Table 4.6	Conceptual irregularities and patterns in Air Co	135
Table 4.7	Conceptual irregularities and patterns in Individuals	136
Table 4.8	Overview of themes and main findings according to the research question, aim and study objectives	139
Table 6.1	Summary of job crafting accounts by 'dark' theme	184
Table 6.2	A secret aspect to job crafting	202
Table 6.3	Summary of propositions with respect to the underlying aspects explaining dark crafting	205
Table 7.1	Typology for job crafting in its different forms	223
Table 7.2	Accounts of movement between individual and collective working as a staged progression	225
Table 7.3	Examples of crafting to generate opportunities according to differing means through which this was achieved	227
Table 7.4	Summary of complementary job crafting	237
Table 7.5	Summary of propositions with respect to the underlying aspects explaining movement	248

Table 8.1	Accounts of degeneration from collective working to individual crafting and thwarting of movement	273
Table 8.2	Summary of accounts of events leading to degeneration of collective working	275
Table 8.3	Summary of propositions with respect to the underlying aspects explaining thwarting and degeneration	290
Table 8.4	Approaches taken in the face of adverse events (based upon Carver and Scheier, 1990)	297

LIST OF FIGURES

Figure	Title	Page
Figure 2.1	Model of Job crafting (Wrzesniewski & Dutton, 2001)	30
Figure 2.2	Guiding conceptual framework for the present study (based upon the model of job crafting, Wrzesniewski & Dutton, 2001)	44
Figure 2.3	Matrix of sanctioned/non-sanctioned and formal/informal combinations	65
Figure 3.1	Approaches taken in purely deductive and purely inductive research processes, from Kovacs and Spens (2005)	90
Figure 3.2	Approaches taken in the abductive research processes, from Kovacs and Spens (2005)	90
Figure 4.1	The process of building the case excerpt summaries	121
Figure 4.2	Three-step process to building the job crafting displays	122
Figure 4.3	Analytic resolution procedure, to identify main themes	125
Figure 5.1	Summary of internally and externally directed activities by Insure Co cases	147
Figure 5.2	Summary of internally and externally directed activities by Energy Co cases	152
Figure 5.3	Summary of internally and externally directed activities by Medic Co cases	161
Figure 5.4	Summary of internally and externally directed activities by Air Co participants	165
Figure 5.5	Summary of internally and externally directed activities by the individual cases	179
Figure 6.1	An explanatory model for dark crafting	215
Figure 7.1	Explanatory model of movement from individual to collaborative crafting across boundaries	266
Figure 8.1	Developed explanatory model of degeneration	300
Figure 8.2	Explanatory model of the intra-individual processes when adverse events intervene with job crafting goals	302

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CHAPTER 1 THESIS OVERVIEW

1.1 The problem of statement and rationale for selecting boundary spanners' job crafting as a topic of study

Having worked for many years in people aspects of organisational change, my observation was that workers' shaping their jobs, conceptualised at 'job crafting' (Wrzesniewski & Dutton, 2001) is commonplace.

Job crafting is clearly beneficial to workers, since it is undertaken in order to meet individual needs and preferences. A body of evidence has linked successful job crafting to need fulfilment, work engagement and performance (e.g., McClelland, Leach, Clegg & McGowan, 2014; Leana, Appelbaum & Shevchuk, 2009). Conversely, studies have found adverse effects for individuals who are unable to craft their job according to their needs and preferences (e.g., Berg, Grant & Johnson, 2010).

Although job crafting is beneficial for the worker, studies have yet to examine whether it is good for the organisation, or others within the work area. One might argue that job crafting that is aligned with individual and organisational needs is an optimum scenario for both parties. Yet at the time of writing, although job crafting has been subject to over 30 empirical studies to date (summarised in Appendices A and B), we still know surprisingly little about the processes of job crafting.

This study examines job crafting undertaken by a focal worker – the boundary spanner. An inter-organisational boundary spanner is any employee who spends at least some of their work time interacting with others across the organisational boundary (Aldrich & Herker, 1977; Leifer & Delbecq, 1978; Tushman & Scanlan, 1981). Examples of boundary spanners include salespeople who interact with customers (Gopal & Gosain, 2010); academics who interact with communities, such as schools (Weerts & Sandmann, 2010); public sector organisation representatives who interact with those from other public bodies and the private sector representatives (Williams, 2002) and

service delivery partners who interact with those in recipient organisations (Robertson, 1995). While some roles may be formally designated as boundary spanning roles (e.g., salespeople), boundary spanning reflects what employees do (i.e. interact outside the organisation), rather than who they are; as such, these employees may not have a formally ascribed boundary spanning role, nor spend much of their work time boundary spanning (e.g., Weerts & Sandmann, 2010)

Boundary spanners hold an important position, connecting an organisation to its environment (Aldrich & Herker, 1977). As Sinha and Van de Ven (2005) observe, the past 20 years have seen significant changes to work practices within an increasingly knowledge-intensive global economy. Boundary spanners – the workers at the cusp of inter-organisational working, hold a critical role in shaping inter-organisational work practices and informing work design between organisations (Sinha & Van de Ven, 2005). Indeed, when recruiting participants in the present study, all of the organisations approached employed workers who spent at least some of their time working across organisational boundaries. Thus, the boundary spanner is both important for inter-organisational working and a commonplace employee.

The boundary-spanner was selected as the focal worker for three reasons. First, extant research on boundary spanners have tended to focus on information exchange and knowledge transfer (e.g., Tushman & Scanlan, 1981); on specific concepts such as trust (e.g., Zaheer, McEvily & Perrone, 1998); boundary spanner wellbeing, such as role overload (e.g., Singh, Goolsby, Rhoads, 1994). Some research has examined boundary spanning activities and behaviours (e.g., Maronne 2010), but few have examined the ways in which boundary spanners shape inter-organisational functioning, nor how this shaping may in some way inform cross-boundary work design. Second inter-organisational working is a prevalent and important way of organising work, but is prone to failure (e.g., Powell, Koput Doerr, 1996); yet little is understood of how this may transpire at the individual worker level. Third, unlike intra-organisational jobs, many boundary spanning jobs are not routinised within organisational

work processes and structures. They are characterised by low levels of managerial control, higher autonomy and lower task interdependence (Aldrich & Herker, 1977). Boundary spanning jobs therefore lend themselves to job crafting.

The problem is that, given inter-organisational working is important and job crafting is likely to play a part in its success or failure, we know little of how, why, when or how inter-organisational boundary spanners shape their jobs. From an organisational perspective, greater insight might help decisions as to how to support boundary spanners to ensure inter-organisational collaboration. From a managerial perspective, understanding may inform actions to help boundary spanners to shape their jobs in ways that benefit both the individual and the organisation. From the individual perspective, understanding may stimulate ways in which the individual can connect to their job in ways that support both their own and organisational needs.

1.2 Formulation of the aim, research question, aim and objectives for the study

A greater understanding of boundary spanners' job crafting is required. A fundamental consideration in developing the research aim is that job crafting adheres to a process model (e.g., Clegg & Spencer, 2007; Wrzesniewski & Dutton, 2001). In shaping their jobs, workers alter the design of work and social environment of work, paving the way for more job crafting. Altering the design of work across organisational boundaries may change work inter-dependencies. Alterations may require adjustment between workers to accommodate respective job crafting - in the inter-organisational context this may involve workers in differing organisations. Examining these phenomena requires a process perspective, in order to examine the circularity of job crafting in inter-organisational contexts. This approach enables in turn, close examination of the processes of job crafting both for the job crafter and corresponding parties across the boundary.

This study aims to explore the dynamics and processes of boundary spanners' job crafting practices within the inter-organisational boundary spanning work domain. In so doing, the research aims to build knowledge, by exploring the connections between the concept of job crafting, and related constructs and theories (Bacharach, 1989), so as to contribute to conceptual and theoretical development.

I formulated the research questions by considering what might happen at the cusp of organisational boundaries. I propose several ways in which boundary spanners may job craft, to facilitate or forestall inter-organisational working.

There are several parties potentially involved in boundary spanners' job crafting. Within their own organisation there is the boundary spanner and the boundary spanners' internal work group (referred to as the internal team). Across the boundary, this arrangement is mirrored within a corresponding organisation, which comprises boundary spanners, who also interact across their organisational boundary. In this way, inter-organisational working comprises interactions between corresponding boundary spanners. I considered how job crafting might impact upon each of these interested parties. Aldrich and Herker (1997) propose boundary spanners may use the latitude in their jobs to withhold information from their organisation or pursue self-interest. Job crafting primarily serves the individual (e.g., Wrzesniewski & Dutton, 2001). It may be reasonable to expect therefore, that the boundary spanner serves his/her self-interest, despite the interests of others. However, alternative scenarios are also possible: examples may include boundary spanners acting in self-interest, acting for the good of the inter-organisational collective at the expense of self-interest and acting for the good of their own work group at the expense of inter-organisational collective interests. This fine-grained focus on how job crafting informs inter-organisational working at the individual level provides an anchor for the study. The research question is therefore:

What role does job crafting play in inter-organisational boundary spanners' decisions in respect of collective working viz acting in self- and/or others' interests?

Job crafting might inform boundary spanners' decisions around inter-organisational functioning in several ways. On the one hand, a boundary spanner may frame the task, relational and cognitive aspects of their job directed towards the internal activities within their own organisation. On the other hand, boundary spanners may craft their job in ways that move towards collective working with others, across the boundary. Alternatively, boundary spanners may job craft in pursuit of self-interest, irrespective of the interests of colleagues, corresponding boundary spanners or their organisation.

Bearing in mind these differing scenarios in which job crafting may play a part and the exploratory nature of the present study, I formulated five objectives.

First, inter-organisational working takes many forms, such as networks, supply chains and strategic alliances, across a range of differing industries.

Comparing job crafting in differing inter-organisational forms and industries would enable examination of patterns and consistencies in job crafting across differing contexts. This means of triangulation across contexts would also strengthen findings. I formulated two objectives as follows:

Objective 1: To describe job crafting practices undertaken by employees in boundary spanning roles in differing inter-organisational contexts.

Objective 2: To determine the similarities in job crafting practices in each context with a view to considering generalisability across inter-organisational contexts.

I then addressed the ways in which job crafting undertaken by one person may bear upon other parties. This objective encapsulates the circular and dynamic aspects of job crafting.

Objective 3 is therefore, to determine the influence of job crafting practices by inter-organisational boundary-spanners on themselves and on others' job

crafting practices. Specifically, to do so by examining relationships between job crafting practices and decisions in respect of collective working

Examining the processes and dynamics of job crafting enables the uncovering of activities and events as they occur. Job crafting is an interesting concept in this respect, because studies suggest it takes place over both short and longer time periods. The temporal aspect is an interesting focus for the final objective.

Objective 4: To explore the temporal aspects of job crafting, specifically in respect of exploring chains of events and activities.

I then turned my attention to the conceptualisation of job crafting and how this may relate to the inter-organisational working. The conceptualisation of job crafting presented by Wrzesniewski and Dutton (2001) is broad and loosely defined. Furthermore, the boundary spanning literature tends to focus on individual behaviours, or the organisational level, rather than how workers shape their work across the boundary. The loose conceptualisation, diverse literature and process lens presented a number of research challenges. The way I went about trying to gain some clarity and focus for this work was to build a ‘guiding’ conceptual framework around the model of job crafting presented by Wrzesniewski and Dutton. I describe the literature review and the building of the guiding conceptual framework in chapter 2. I built this framework by identifying the ‘touch points’ between the related theories, concepts and constructs of job crafting and boundary spanning in combination. This guiding conceptual framework helped develop the fifth objective for the study, as follows:

Objective 5: To examine the ‘how’, ‘why’, ‘what’ and ‘when’ of job crafting with a view to contributing to conceptual and theoretical development.

Taken together, these research objectives informed the research strategy, design and methodology, which I present in chapter 3.

1.3 The importance of this study

Oldham and Hackman (2010) devote several pages of their seminal paper on the future of work design to gaps in our understanding of job crafting. These include: whether the process of crafting itself or substantive changes to the work are the source of individual benefits; whether job crafting is a continuous process or a single episode; whether job crafting is more strongly related to individual needs than work needs; and, whether job crafting disrupts the work activities of others. This work is a useful reference for the contribution of the present study: the exploratory, process-oriented longitudinal approach aims to illuminate some of these unanswered questions.

The concept of job crafting within the context of inter-organisational working has yet to be studied. In so doing, the present study aims to contribute to our understanding of inter-organisational collaboration. Furthermore, although theorists agree that job crafting is a promising concept, there remains little consensus on how to study job crafting, nor how to 'bound' it. This lies in part to the limited understanding of the dynamics and processes that inform decisions to job craft. With the exception of Berg, Wrzesniewski and Dutton (2010), who took a process view in exploring job crafting practice by rank, many studies have explored job crafting content in terms of outcomes. These include performance (Leana et al., 2009; Lyons 2008), well-being (Tims, Bakker & Derks, 2013), work meaning (Grant, Alexander, Griesbeck, Jaffe, Kagan, Kamin, Kemerling, Long, Nagel, Paulding & Swayne, 2007) or work 'callings' (Berg, Grant & Johnson, 2010). Although these studies have built knowledge of the effects of job crafting on individuals, the social context has received little attention.

A further difficulty in studying job crafting lies in its conceptual limitations: first, in the limited attention to motivation; second, in the under-development of the role of the social context upon job crafting; and, third, in the lack of detail around potential intervening factors, such as trust. This study aims to

contribute to the conceptual development of job crafting, by considering and gaining insights into these related concepts and theories.

Partly as a result of the conceptual limitations of job crafting, there remains a lack of consensus as to its applicability. Some studies have tried to address this: those finding links between job crafting and wellbeing have concluded that employees should be offered opportunities to craft their own jobs (Tims, et al., 2013). However, such proposals appear premature when studies have yet to examine how job crafting affects others in the proximal work area, or whether job crafting supports or detracts from organisational goals.

The study will focus on boundary spanners in inter-organisational contexts, as this provides a suitable subject through which to explore job crafting and how it shapes subsequent job crafting practices by others in the inter-organisational work domain. Griffin, Neal and Parker (2007) suggest that proactive work behaviour such as job crafting is often most important in 'weak' situations (Mischel & Shoda, 1995) such as those characterised by inter-organisational boundary spanning: individuals have a high level of discretion, goals are not tightly specified, the means for achieving them are uncertain, and attainment is not clearly linked to rewards. Furthermore, boundary spanning activities serve three main functions directed at: gathering, interpreting and relaying information to and from external contacts; fulfilling an external representation function; and, connecting to others who can provide valued or needed resources (Maronne, Tesluk & Carson, 2007). In many ways, these functions situate the boundary spanner as an active shaper of the inter-organisational work context. Although not explicitly examining performance, the study aims to implicitly address performance issues by considering the contribution of job crafting to boundary-spanners' decisions in respect of inter-organisational working.

1.4 Research strategy and methods

1.4.1 Philosophical position of critical realism

My ontological position is that of critical realism; this derives from my practitioner experience of organisations as open systems, whereby agents, structures and processes are inextricably linked. In critical realism, reality is stratified, such that what we empirically observe is a product of underlying mechanisms and structures. As such, rather than place primacy on observable data, the critical realist focuses on explanation as to how what is observable may arise. This focus on explanation, rather than merely description or prediction makes the principals of critical realism personally attractive, as a means of acquiring knowledge.

Critical realism acknowledges both the objective, as with positivism, but also that subjective interpretation informs behaviour. Critical realism is well suited to examining job crafting, as job crafting is both a process and a dynamic: altering the job crafter, the social and work environment and informing others' perceptions through social information processing (Salancik & Pfeffer, 1978). The research strategy, methodology, analytical procedures and the differing validity techniques adopted in this study are summarised here and explained in detail in section 3.2.

1.4.2 Multiple case study design

A case study design is best suited to studies such as the present one, examining the 'why' and 'how'. Because boundary spanners function in differing inter-organisational contexts, I chose a multiple case study design (Eisenhardt & Graebner, 2007), to examine similarities and differences within and between cases. This comparison also enabled examination of underlying causal mechanisms in differing contexts. A case study design provided boundary spanners who work together: this enabled triangulation of data sources. Cases were selected based on the likelihood of unearthing the concept of interest – job crafting (Eisenhardt, 1989). Case selection was

therefore, based upon a high degree of autonomy and opportunities for boundary spanning within the design of work.

1.4.3 Case recruitment and final selection

Recruitment was undertaken through personal connections and an executive MBA programme. The final sample comprised of 23 participants across 4 full case studies, and 6 individual cases. The individual cases were those where I had not been able to snowball recruit co-workers. Although for these single cases I was not able to triangulate accounts, I applied other validity procedures through the design, such as temporal triangulation and reflexivity. The full cases comprised of: Insure Co (3 participants), Energy Co (6 participants), Medic Co (4 participants) and Air Co (4 participants). The 6 individual cases comprised Marcus at Military Co, Steve at Edu Co, Patrick at Train Co, Diane at House Co, Alex at Property Co and Jo at Build Co.

1.4.4 Longitudinal, qualitative data collection methods

The gaps in our knowledge of job crafting allied with the research question and aim require an exploratory approach. Qualitative methods enable unearthing of nuances in the intra-personal and inter-personal processes around boundary spanners' job crafting; the meanings that boundary-spanners attribute to these interactions; and, the material role that these meanings hold in subsequent actions. Furthermore, qualitative methods are best suited to uncover the many things we do not yet know about job crafting as outlined by Oldham and Hackman (2010). The critical realist ontological approach described in section 1.4, is an effective means of uncover deep explanation. I undertook a longitudinal data collection design, which comprised repeated semi-structured interviews. This served a dual purpose of unearthing insights into the dynamics and processes around job crafting, as well as providing one validation procedure, through repeated entry to the field (Cresswell & Miller, 2000). Interviewing was directed at generating what Maxwell (1992) terms 'experience near' data, in order to capture the unfolding crafting experiences of the cases over the course of the fieldwork. Given the personal nature of job

crafting, questioning probed crafting endeavours that cases expressed as personally important. This approach generated thick description (Denzin, 1989) that served the dual purpose of establishing credibility and conceptual validity.

In all, I undertook 72 hour-long interviews across the 23 participants, over an 18 month-period between 2013 and 2015. This research received grants from three funders (British Academy of Management Researcher Development Grant, 2014; the Higher Education Innovation Fund, 2014; and, the British Academy Leverhulme Trust Small Research Grant, 2014). This funding allowed me to appoint an experienced transcription service from a provider who had reliably worked with my first supervisor for a number of years. The interview recordings were transcribed verbatim; I applied pseudonyms to ensure anonymity of participants and their organisations. The research gained ethical approval from the University ethics committee.

1.4.5 Approach to methodological rigour

In addition to the analytical procedures described in section 1.4.5, I implemented several procedures to ensure methodological rigour. First, the research strategy was developed according to quality criteria set out by Healy and Perry (2000). Second, I applied a reflexive diary throughout the study (Alvesson, 2003; Nadin & Cassell, 2006). This enabled me to ensure I remained 'value aware' during the study, but also served a self-audit function. Third, data analysis involved considerable iteration and took place over a 24-month period. Allied with the reflexivity, this approach mitigated analytical bias and enabled me to move beyond first impressions gained through the data. Furthermore, I provide detailed accounts of precisely how the findings were generated from the data.

1.5 Organisation of the thesis

To address the research question, study aim and objectives, the thesis is organised as follows. In chapter 2, I describe the literature review from which I generated the guiding conceptual framework for the study. I critique the

differing conceptualisations of job crafting and present the position taken in the present study, which applies the Wrzesniewski and Dutton (2001) conceptualisation. This study aimed to uncover the processes of job crafting, so the conceptual framework was built around the model of job crafting proposed by Wrzesniewski and Dutton (2001). The framework, which informed the interview protocols and analytical framing, encompasses key relevant literature from both job crafting and boundary spanning,

Chapter 3 details the research strategy and methods. First, I describe how the philosophical position of critical realism informed the research design and methods, in addressing the research question, study aim and objectives. Given the risk of bias introduced through qualitative methods, I highlight quality criteria integrated into the research design. I then describe case selection criteria, the recruitment of cases and the final sample. Given the exploratory nature of the research, I describe a preliminary study, which was undertaken to review and refine the methods of data collection and data coding

In chapter 4, I detail the analytical procedures employed, given the longitudinal multiple case study design and qualitative methods. The purpose of this chapter is to present the analytical rigour and credibility applied. I explain the procedures for building the data displays, and the analytical approach to within and cross-case comparison that generated the main themes and findings, according to the research question, aim and objectives. Summaries of themes within and across cases, are presented.

Chapter 5 provides narrative descriptions of the case studies and participants. The purpose of this chapter is to describe the boundary spanners, their stated needs and preferences and the intra- and inter-organisational work environments. This chapter therefore provides a backdrop to the data analysis and findings.

Chapters 6 to 8 describe the main findings from the study. In each chapter, I detail and evidence the findings, detailing the contribution of the finding to knowledge. In pursuit of explanation, I then apply the analytical reasoning of

critical realism, to generate explanatory propositions and present models of the underlying relational and work structures and generative mechanisms that may give rise to observed findings.

In chapter 6, I describe how motivated job crafters may undertake 'darker' job crafting practices, such a circumnavigating organisational structure, processes and procedures, acting in self-interest despite the interests of others or the organisation and crafting less desired aspects to others.

In chapter 7, I present findings that movement occurs between individual job crafting and cross-boundary collaborative job crafting, over time. Building on an early surprising finding from the preliminary case study, I propose a form of job crafting not hitherto addressed in the literature. This comprised an important interim stage between individual and collaborative job crafting, especially pertinent in inter-organisational working. I term this complementary crafting in recognition that it is an individually initiated but mutually dependent undertaking, through which individuals meet their own needs and preferences. The longitudinal methods enabled mapping of changes over time.

I propose a staged progression from individual, through complementary, to collaborative job crafting. The full progression is characterised by structural alterations to the inter-organisational design of work and holds a more permanent quality than that characterised by the interim stage of complementary crafting. I present key inter-personal behaviours through which perceived mutual obligations are generated and enacted. This chapter encompasses inter-personal and intra-personal processes around job crafting, as well as commenting upon the inter-organisational design of work.

Chapter 8 presents findings that where adverse events intervene with job crafting a single-step degeneration occurs from cross-boundary collective working to individual job crafting. An over-arching theme of degeneration is of avoidance of situation or people associated with the event or perceived similar events in future. Adverse events are perceived as unfulfilled obligations.

This chapter discusses the intra-individual processes in response to adverse events and thwarting and points to a goal-hierarchy aspect to job crafting.

Chapter 9 presents a discussion of the findings, strengths, limitations and implications for research and practice. The thesis concludes by addressing how the research question, aim and objectives of the study were met, and the contribution made.

CHAPTER 2 LITERATURE REVIEW AND DEVELOPMENT OF GUIDING CONCEPTUAL FRAMEWORK

2.1 Introduction

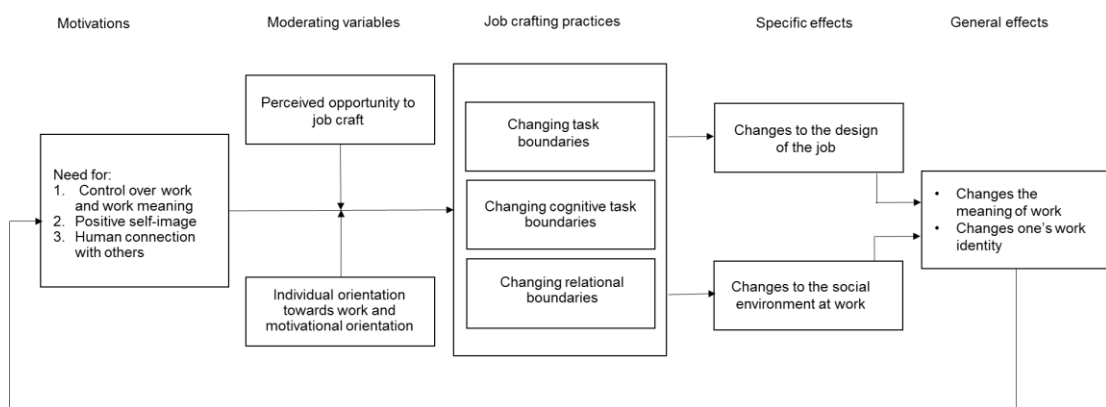
As described in the introduction in chapter 1, the aim of this study is to examine job crafting undertaken by boundary-spanners in respect of inter-organisational working. The theoretical and conceptual guiding framework for this study is based around the model of job crafting (Wrzesniewski & Dutton, 2001), as illustrated in figure 2.1. The rationale for doing so is threefold. First, the model was empirically derived, and subsequently job crafting has been widely accepted, therefore the model can be viewed, from a critical realist perspective as realistic. Second, the model provides a sound basis for examining dynamics and processes, as it reflects the circular and dynamic nature of job crafting. Third, the model is a useful basis for the present study because of its implicit stratification through encompassing cognition, behaviour, social and job structures, process and interpretive processing.

In this chapter, I describe the methods and findings from a review of the literature. This enabled me to generate a guiding conceptual framework that informed the study design and methods. In section 2.2, I outline the methods undertaken in the literature review encompassing the central concept of job crafting and the focal worker of the boundary-spanner. Section 2.3 presents an introduction to the central concept of job crafting. In sections 2.4 and 2.5, I provide an overview of the Tims and Bakker (2010) conceptualisation of job crafting and describe differences between that and the Wrzesniewski and Dutton (2001) conceptualisation, which is adopted in the present study.

In sections 2.6 to 2.8, I develop the guiding conceptual framework for the present study: in section 2.6, I examine the job crafting literature, focussing on the Wrzesniewski and Dutton (2001) conceptualisation. In section 2.7, I integrate literature of the focal worker - the boundary spanner. I also

introduce related concepts and theories that may add insight to the present study and describe how this literature informed the development of the guiding conceptual framework. The temporal aspects of job crafting are considered in section 2.8, in order to inform the research methods for this study, as well as to locate a potential contribution to the temporal understanding of job crafting. Finally, I conclude this chapter in section 2.9.

Figure 2.1: Model of Job crafting (Wrzesniewski & Dutton, 2001)



2.2 Methods for undertaking the literature review

Given the exploratory nature of the present study, I commenced the literature review by building a Venn diagram of potentially relevant literature that encapsulated both the core concept of job crafting and focal worker of the boundary spanner. This exercise was undertaken from a critical realist perspective, in that I based the search around the model of job crafting proposed by Wrzesniewski and Dutton (2001). I did so because the model reflects job crafting as dynamic - personally, structurally, socially and processually - and this 'speaks to' the stratification of reality. This stratification is especially important because boundary spanning tends to be characterised by low inter-dependence, therefore job crafting may play an instrumental part in connecting entities across organisational boundaries. Explanation requires an understanding of 'how', 'why' and 'when' this may come about. The literature review of job crafting revealed no substantial challenges or alternatives to the model. Therefore, I concluded that the model of job crafting provides a sufficient basis for the purposes of the present study.

I iterated between the literature and related concepts and the model of job crafting to populate a Venn diagram with references, which were refined through discussion with colleagues. This exercise served as the basis for building the guiding conceptual framework, which is built around the model of job crafting. A description of these concepts and theories, the rationale for their selection and how they informed the guiding conceptual framework is presented in the following sections.

At the outset of the study, in 2012, a search of job crafting studies generated 10 papers. Since job crafting is a rapidly emerging field of study, I undertook two further searches, to inform my findings and discussion.

2.2.1 Supplementary job crafting literature search (June 2015)

By June 2015, the number of empirical job crafting studies had risen to over 30. Many adopted the Tims and Bakker (2010) conceptualisation of job crafting. The specification and treatment of job crafting varied from that proposed by Wrzesniewski and Dutton (2001) and adopted in the present study. Given the proliferation of empirical studies, I undertook a supplementary job crafting literature review in June 2015.

I applied a title search of the terms 'job' or 'work' and 'crafting' or 'craft' in peer review journals published in the English language between 2001 and June 2015 in Web of Science and ScholarGoogle. The title search produced a further 26 papers, of which 19 adopted the Tims and Bakker (2010) conceptualisation and 8 adopted the Wrzesniewski and Dutton (2001) conceptualisation. Papers adopting the Wrzesniewski and Dutton conceptualisation are summarised in Appendix A and those applying the Tims and Bakker conceptualisation are in Appendix B.

Job crafting has attracted attention from scholars across disciplines, therefore I ran an abstract search applying the same search terms and parameters. This exercise produced a further 38 articles which served a useful reference for the present study.

2.2.2 Final job crafting literature review (July 2016)

Because I adopt the Wrzesniewski and Dutton (2001) conceptualisation in the present study, I refreshed the literature review for scholars adopting that approach in July 2016. This was necessary given job crafting is an emerging field of study and in order to ensure discussion of findings from the present study was current. This exercise generated 3 papers, bringing the total of 22 papers meeting the search criteria and adopting the Wrzesniewski and Dutton conceptualisation. The papers are summarised in Appendix A.

2.3 Introduction to the central concept of job crafting

Wrzesniewski and Dutton (2001) conceptualized job crafting following an analysis of seven empirical studies conducted in the 1990s, many of which aimed to understand the work experience of those in so called ‘menial’ or ‘invisible’ jobs. Drawing upon the assumptions of social constructionism and allied to notions of social information processing (Salancik & Pfeffer, 1978), Wrzesniewski and Dutton proposed that motivated individuals, who perceive the opportunity to do so, proactively pursue job crafting practices. These practices informally shape their work, which in turn specifically change the design of the job and the social environment of work, and generally alter the individual’s work meaning and work identity. Job crafting therefore, produces a number of outcomes.

Being proactive refers to self-initiated and future oriented behaviour, directed at bringing about change (Parker, Bindl & Strauss, 2010). Thus, job crafting can be considered proactive, since it ‘is an activity *‘in which the employee decides how and when to shape job tasks and interactions’* (Wrzesniewski & Dutton, 2001 :86). According to Parker et al, proactivity may be directed at altering the self or the situation in order to provide a better personal fit with the work environment. Job crafting is a means of achieving concordant correspondence between the individual and the job, as it creates and sustains a *‘viable definition of the work they (individuals) do and who they are at work’*

(Wrzesniewski & Dutton, 2001 :180). The viable correspondence between the job and who the individual is at work is the self-volitional goal of job crafting. Parker et al note three motivational states of proactivity. 'Can do', refers to opportunity and self-belief in the ability to make the change (i.e. in the case of job crafting the perceived opportunity to craft). 'Reason to', refers to the motivation to be proactive (i.e. in the case of job crafting, to meet the job crafter's needs and preferences). Finally, 'Energised to', reflects activated feelings, such as enthusiasm which enhance goal striving. Proactivity involves some sort of decision process, whereby goal striving is assessed. In the case of job crafting, the individual assesses the perceived opportunity to craft, makes decisions as to how to craft and reflects upon the alterations brought about by past crafting (see Berg, Wrzesniewski & Dutton, 2010 for personal accounts of job crafting).

Berg, Wrzesniewski and Dutton (2010) note that job crafting is '*more of a continuous process involving adjustments and change.*' (:159). The authors found that in pursuit of their job crafting goals, in some cases higher rank employees altered their own expectations, instead 'making do' by adapting to the constraints provided within the parameters of their job. In other cases, lower rank employees proactively sought to alter the opportunities they perceived to craft by altering for example the perceived trust in them conveyed by others. This finding aligns with Strauss, Griffin, Parker and Mason (2013), who propose that adaptivity – a passive response to change, may help to sustain proactivity: individuals may adapt to changes arising from for example, work processes or performance standards, and proactively bring about changes by altering the ways their work is undertaken. Thus, as employees encounter obstacles to their job crafting endeavours, they may passively adapt in some cases – by not crafting, in order to sustain proactivity in others. Furthermore, in pursuit of job crafting, individuals may be faced with obstacles requiring decisions as to whether to passively adapt, or to proactively counter the challenges, for example through problem-solving.

The work of Clegg and Spencer (2007) may shed light on the continuous process of adjustment and change highlighted by Berg, Wrzesniewski and Dutton (2010). The authors propose a circular and dynamic, socially embedded model of job design. A virtuous cycle of incremental changes to the job is sustained through work performance. Positive performance informs the perceived confidence of supervisors or peers in the job holder, which leads to greater trust in the job holder from supervisors or peers. Trust in turn makes way for greater opportunity for adjustments to the job, such as through job crafting. Adjustments to the job alter the job content, which in turn feeds forward to motivation for further changes, via knowledge acquisition, in turn informing performance, and so the cycle repeats. This work aligns somewhat with the findings of Berg, Wrzesniewski and Dutton (2010) in that the job crafters sought to gain trust from others in order to craft and were mindful of the performative implications of crafting as they wished.

Job crafting is conceptually similar to role innovation (Van Maanen & Schein, 1979), personal initiative (Frese, Kring, Soose & Zempel, 1996), role revision (Ilgen & Hollenbeck, 1991) and organisational citizenship behaviour (Organ, 1988). However, the function of job crafting as conceptualised by Wrzesniewski and Dutton (2001) is that it links the ways in which work is actually undertaken, with individual self-image and work meaningfulness, enacted within social context of the work arena. As such, although observable behaviours may seem ostensibly the same as the related constructs, behaviours motivated by job crafting are functionally different because they primarily serve the job crafters' needs and preferences in achieving greater correspondence between who they are and their job (see Wrzesniewski & Dutton, 2001 :189 for a comparison between job crafting and related perspective). Wrzesniewski and Dutton (2001) specify three general categories of cognitive and behavioural job crafting practices, which can be mutually complementary.

Task boundaries. Altering the scope or nature of the tasks, taking on additional tasks or emphasising those tasks that suit the individual's needs and preferences.

Relational boundaries. Altering the extent of, or nature of relationships, building relational ties or re-framing existing connections, to suit the individual's needs and preferences.

Cognitive boundaries. Cognitively changing perceptions of the influence and purpose of their work: focusing perceptions on specific tasks or relationships, shifting perceptions away from aspects that are disliked, or linking areas of valued personal interest with aspects of work.

In a later work, Wrzesniewski, LoBuglio, Dutton and Berg (2013) elaborate on the notion of 'boundaries'. They draw upon Ashforth, Kreiner and Fugate (2000) to specify boundaries as "mental fences" used by individuals to define and order the limits of entities. These entities may be physical, relational, emotional, temporal, and/or cognitive.

Job crafting has attracted the interest of scholars from a range of disciplines. The notion of job crafting is enticing for organisational theorists, since it places primacy on individual agency in directing personal and work outcomes. The proposal that employees alter their jobs from the 'bottom' up paved the way for fresh theoretical approaches from a broad range of scholarship. This included: the fields of leadership, for example in respect of leadership influence (Martin, Liao & Campbell, 2013); career studies, for example in respect of self-direction and crafting careers (Hall & Heras, 2010); and, human resources, for example as a potential component of strategic human resource management (Becker & Huselid, 2010). Scholars have also presented job crafting as a temporal concept, notably in respect to career dynamics (Fried, Grant, Levi, Hadani & Slowick, 2007; Lam & de Campos, 2015), or as a global concept, for example in respect of the work-family inter-face (Greenhaus & Powell, 2006; Ilies, Pater, Lim & Binnewies, 2012).

Wrzesniewski and Dutton (2001) broadly stated their conceptualisation of job crafting, which may be the reason for differing subsequent interpretations. *‘When an overworked employee reduces the scope and scale of work activities to prevent exhaustion, this is a form of job crafting’* (:181) attracted Tims and Bakker (2010) who proposed the Job Demands Resources (JD-R) model provided a means through which to examine job crafting. This shift created two separate streams of research between scholars applying the Wrzesniewski and Dutton (2001) conceptualisation of job crafting and those utilising the Tims, Bakker and Derks (2012) job crafting scale. Subsequent studies across these streams have applied differing boundary conditions and measurement of job crafting. Given the body of work adopting the Tims and Bakker (2010) conceptualisation, I devote the following sections to describing this perspective and highlighting some differences.

2.4 The Tims and Bakker (2010) conceptualisation of job crafting

Tims and Bakker (2010) proposed the Job Demands Resources (JD-R) model provided a means through which to examine job crafting. Job crafting scholars applying this conceptualisation focus on task crafting, although questions pertaining to social resources may measure aspects of relational crafting. Within this conceptualisation, cognitive crafting is considered more like a coping mechanism, so Tims et al. (2012) focus on the behavioural aspects of job crafting and exclude cognitive crafting in developing their scale to measure job crafting. This scale was subsequently used, or adapted in 15 of the 30 empirical studies identified during the supplementary job crafting literature review undertaken in June 2015.

The job demands-resources model has its roots in the examination of job strain and wellbeing within the design of work. The model draws upon the demand-control approach to assessing job characteristics (Karasek, Brisson, Kawakami, Houtman, Bongers & Amick, 1998); the effort-reward imbalance model (Siegrist, 2002); and the conservation of resources theory (Hobfoll, 1989). Like those earlier scholars, scholarship of job crafting applying the JD-R

model is primarily interested in the effects of the interaction between the individual and their work upon the individual's wellbeing. The focus tends to be on work engagement, as an indicator of wellbeing. The premise of the JD-R model is to enable examination of the equilibrium, or disequilibrium of the characteristics of the job and the effects of the imbalance on the individual.

Within the JD-R model (Demerouti et al., 2001) job characteristics are grouped into four categories. Characteristics that are associated with personal psychological or physiological costs, such as work overload, are termed 'hindering demands'. Characteristics that reduce the costs of hindering demands, serve a function in the achievement of work goals or stimulate development, learning and growth, such as obtaining social support, are termed 'structural resources and, social resources'. Demands that are related to positive outcomes on the individual are termed 'challenging demands' (Van den Broeck, De Cuyper, De Witte & Vansteenkiste, 2010).

When scholars conceptualise job crafting within the JD-R model, they are interested in the ways in which workers initiate changes to their job characteristics in order to counterbalance hindering demands and protect the loss of valuable resources. Workers do so by increasing what they perceive as challenging demands and/or resources, or reducing hindering demands (see Demerouti, 2014 for a detailed explanation of the application of the JD-R model in the study of job crafting). This approach aligns with its parent theories in its basic assumptions. Job resources hold a motivational quality, because by definition they pertain to learning, growth, development and work goals. The motivational quality of resources may potentially lead to high work engagement. Different resources buffer differing demands and the motivational quality of resources tends to be higher when demands are high.

The JD-R approach aligns to the job enrichment perspective of job design, the Job Characteristics Model (Hackman & Oldham, 1976). The characteristics of the job hold a motivational quality through activation of three psychological states: experienced meaningfulness, experienced responsibility and knowledge

of results. In this sense, motivation arises through reasons that are associated within the job; the properties of the job can become intrinsically motivating. When management (as in top-down job design), or individuals (as in bottom-up job design) alter the intrinsic characteristics of a job, they alter the intrinsic motivation of the properties of the job. Therefore, in principle the JD-R approach examines job crafting as a means through which workers make their job more intrinsically motivating and the effects thereon.

2.4.1 Differences in treatment of job crafting between Tims and Bakker (2010) and Wrzesniewski and Dutton (2001)

The conceptualisation presented by Tims and Bakker (2010) as operationalised by Tims, Bakker and Derks (2012) differs from that of Wrzesniewski and Dutton (2001). I present three arguments to support this assertion. First, that the exclusion of cognitive crafting by Tims and Bakker (2010) omits an important aspect of job crafting. Second, the assumption is that crafting occurs within the parameters of the task requirements of the job, rather than effecting changes to the environment. Finally, there is a lack of attention the nomological distinction in measurement instruments, between job crafting and related concepts such as role revision and personal initiative, arguments shared recently by Niessen, Weseler and Kostova (2016).

The exclusion of cognitive crafting. The central difference in the Tims and Bakker conceptualisation of job crafting is the exclusion of cognitive crafting, which is considered akin to a coping mechanism and a precursor to behaviour. Cognitive crafting is an important type of crafting presented by Wrzesniewski and Dutton, particularly where individuals perceive they have limited control over aspects of their work. Brickson (2011) presents a personal account of her job crafting experiences, noting that cognitive crafting was the most significant, compared to task and relational crafting. In excluding cognitive crafting, Tims and Bakker (2010) impose a boundary condition that diminishes the conceptualisation of job crafting.

The parameters of what is crafted. The underlying assumption of Tims and Bakker (2010) conceptualisation is that job crafting is bounded within the parameters of the job: the worker crafts to achieve a fit with their environment, rather than crafting to effect a change in the environment. This focus is different from the Wrzesniewski and Dutton (2001) conceptualisation of job crafting, in which the outcomes of crafting are changes to the design of work, social environment of work, work identity and work meaning.

Issues of nomological distinction from related concepts. Wrzesniewski and Dutton (2001) specified job crafting as distinct from similar concepts such as role revision and personal initiative, because it is undertaken according to individuals' needs and preferences, rather than according to the requirements of the job. The Tims et al. (2012) scale tends towards enacted job characteristics – those that workers undertake because they are perceived to be part of the job, or contribute to achievement at work (Daniels, 2006). Enacted job characteristics are a lens through which to examine the actual ways in which jobs are undertaken, through job crafting or otherwise. The items in the Tims et al. (2012) scale do not address the 'reasons to' because in this conceptualisation, meaningfulness is implied through enacted job characteristics.

In contrast, McClelland et al. (2014), who adhered to the Wrzesniewski and Dutton (2001) conceptualisation, incorporated reasons to craft (work meaning, interest and fulfilment) in their items to measure collaborative crafting. For example, *'to what extent has your team changed the variety of work tasks it performs to make the work more meaningful?'* (:8). In this way, the authors developed items more likely to measure job crafting than related concepts.

An example of a study that does distinguish between role revision, enacted job characteristics and job crafting is illustrated in Cohen's (2012) exploratory study into the ways in which jobs and roles evolve, which the author terms 'job assembly'. Cohen cites examples of job crafting as changes effected *'because those were the tasks she enjoyed'* (:19) and *'because she wanted to own*

something' (:19). In Cohen's study, the author distinguishes between aspects of the job and role that evolve through the processes akin to emergent task elements: some are enacted task characteristics, while others evolve through job crafting. Cohen therefore distinguishes job crafting and similar concepts by differentiating the nomological distinction and boundary conditions between each. This work highlights whether nomological issues have been sufficiently addressed by Tims et al. (2012).

Because of these substantial issues in studies applying or adapting the Tims et al. (2012) scale, it is problematic for findings to inform the conceptual framework for the present study. Furthermore, within the critical realist paradigm, these studies are largely uninformative as to underlying mechanisms or structures: aspects that are fundamental to deep understanding. However, this is clearly a body of work that warrants attention and will be incorporated where appropriate in the discussion of findings, in chapter 9. In the section that follows, I provide a brief overview of studies adopting the Tims et al. (2012) conceptualisation. A summary of papers is provided in Appendix B.

2.5 Overview of studies applying or adapting the Tims, Bakker and Derks (2012) job crafting scale

Studies applying or adapting the Tims et al (2012) scale of job crafting have examined job crafting with respect to a number of antecedents and outcomes. **Job crafting and work engagement.** Petrou, Demerouti, Peeters, Schaufeli and Hetland (2012) found that workers who lowered hindering demands experienced lower work engagement, while those who increased challenging demands experienced higher work engagement. Similarly, Brenninkmeijer and Hekkert-Koning (2015) examined the relationships between regulatory focus, job crafting, work engagement – measured by dedication, vigour and absorption (Schaufeli & Bakker, 2003) and perceived employability. Their results support a positive relationship between work engagement and crafting resources but not challenging demands. They also found a negative

association between crafting hindering demands and work engagement. Tims, Bakker and Derks (2014) also found that crafting hindering demands had a negative effect on performance. These findings reflect the inherent tensions workers face between meeting performance requirements of their job and attempting to create a job that enables personal enrichment.

Job crafting and individual differences. Bakker, Tims and Derks (2012) found proactive personality is positively related to job crafting; job crafting significantly predicted work engagement; work engagement was related to in-role performance; and in-role performance was directly effected by proactive personality. Tims et al. (2014) found that daily levels of individual's self-efficacy broadly predicted their crafting activities to seek resources. This then positively correlated with enjoyment of work and indirectly with work performance. Bipp and Demerouti (2014) examined the extent to which basic personality characteristics determine job crafting and whether behaviour intentions influence job crafting. The authors focused on Elliot and Thrash's (2010) approach and avoidance temperament, to measure aspects of personality. As expected, the authors found the approach temperament was related to seeking resources and challenging demands, while avoidance tendency related to reducing demands.

A few studies examined job crafting within context of the organisation. Lu, Wang, Lu, Du and Bakker (2014) considered resources provided through the work environment. The authors explored the role of job crafting in the fit between workers own needs, their perceptions of their abilities, knowledge and skills to meet their job demands, along with perceptions of the resources provided through the work environment. Shusha (2014) examined task and relational crafting in relation to the Podsakoff and Makenzie's (1988) five dimensions of organisational citizenship. The results indicate task and relational crafting and tenure together have a positive effect on altruism; task crafting tends to predict conscientiousness; courtesy is significantly determined by relational and task crafting, along with educational level and gender. Variations in civic virtue are mainly explained by relational and task

crafting, while educational level and relational crafting positively effects sportsmanship.

Job crafting at the higher levels. Tims, Bakker, Derks and van Rhenen (2013) found team crafting hindering demands was negatively related to team performance. These findings were similar to findings from studies of individual crafting. Tims et al. also examined relationships between individual and team crafting, work engagement and performance. At the team level the authors found team crafting was related to work engagement and team performance. These results converge with individual and performance benefits from team based crafting found by other scholars (e.g. McClelland et al., 2014; Leana et al., 2009).

Temporal considerations. Several scholars examined short intervals between job crafting and outcomes of interest. For example, Petrou et al. (2012) found daily job crafting was related to daily outcomes; Tims, Bakker and Derks (2014a) examined the relationship between daily job crafting, self-efficacy and work enjoyment.

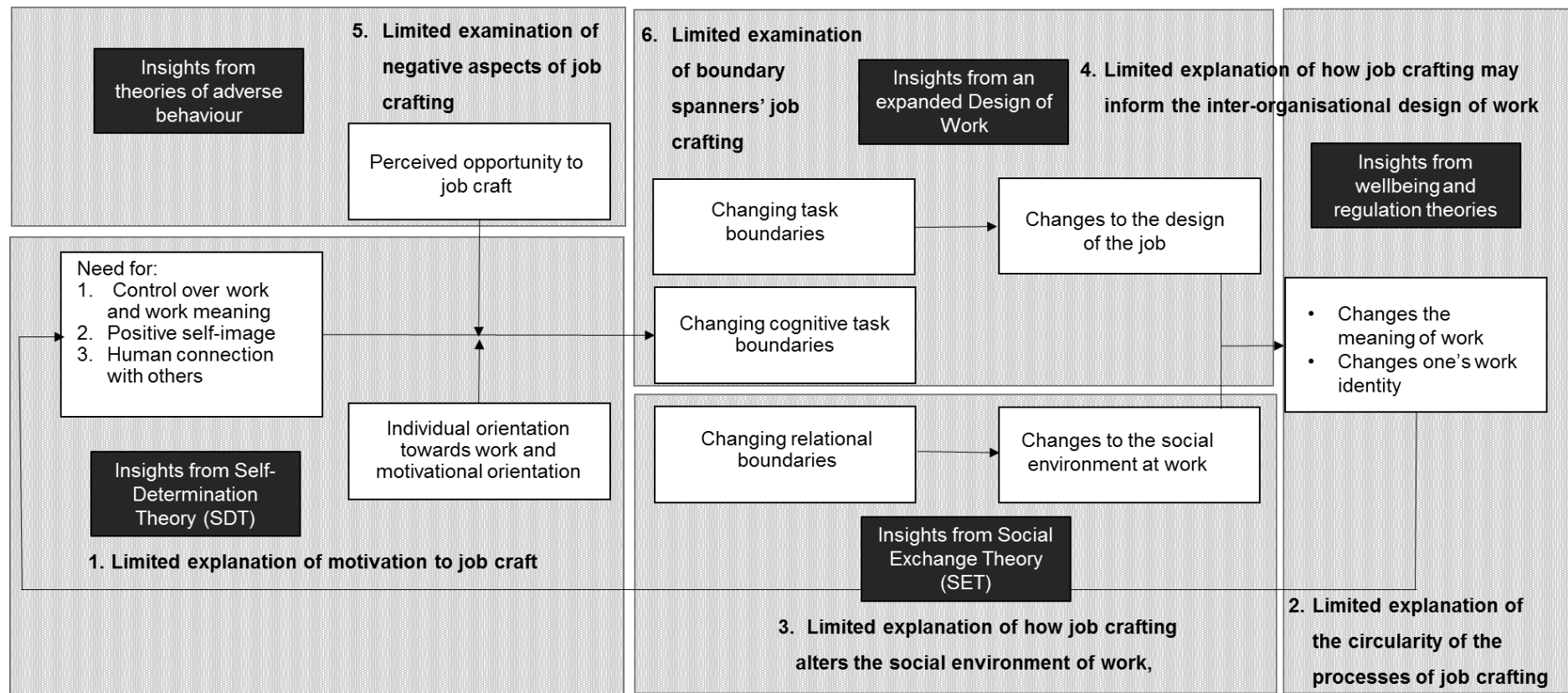
2.6 Building the guiding conceptual framework: job crafting studies

In the remaining sections of this chapter, I draw upon the model of job crafting, which is presented in figure 2.1, to review extant literature around each of the areas in turn. I explain how studies have contributed to knowledge of job crafting, identify gaps in knowledge and highlight unresolved issues that warrant further attention. I then review the boundary spanning literature. As there have been no studies to date examining job crafting by boundary spanners, I identified how extant research of boundary spanner may overlay onto the job crafting. From this exercise I generated the guiding conceptual framework for the present study in addressing the research question, aim and objectives. As described in section 1.2, the present study is exploratory, so the framework is not intended to provide the basis for a wholly deductive approach, but more serve as a guide for the emerging themes from the collected data.

The guiding conceptual framework for the present study is presented in figure 2.2. The main gaps in knowledge of job crafting and boundary spanning identified through this exercise are numbered 1-6 on the figure. These are:

1. limited explanation of motivation to job craft;
2. limited explanation of the circularity of the processes of job crafting;
3. limited explanation of how job crafting alters the social environment of work;
4. limited explanation of how job crafting may inform the inter-organisational design of work;
5. limited explanation of negative aspects of job crafting; and,
6. limited examination of the content of boundary spanners' job crafting.

Figure 2.2: Guiding conceptual framework for the present study (based upon the model of job crafting, Wrzesniewski & Dutton, 2001)



The framework is labelled with insights, which were generated through the literature review. Table 2.1 summarises these insights, how these aimed to inform gaps in current knowledge and the study objectives, along with the relevant sections.

Table 2.1: Summary of insights cleaned from the literature review that guided the present study

Insights from related concepts and theories	To inform a gap in knowledge	Relevant section	Study objective(s)
Self-Determination Theory as a detailed socially embedded explanatory framework of individual motivations to job craft	Limited explanation of motivation to job craft	2.6.3	5
Intra-personal processes and the hierarchical goal nature of job crafting to examine the implications for the individual's wellbeing in attempting to craft and assessing progress	Limited explanation of the processes of job crafting and how these bear upon the individual	2.6.4	1, 2, 4, 5
Social Exchange Theory as a framework to examine inter-personal cross-boundary interactions, through job crafting, and how these develop over time	Limited explanation of how job crafting alters the social environment of inter-organisational work	2.7.4	1, 2, 3, 4, 5
An elaborated view of the design of work adds insight into cross-boundary working	Limited explanation of how job crafting may inform the inter-organisational design of work, or boundary spanners' job crafting	2.6.9	1, 2, 3, 4, 5
Boundary spanning roles lend themselves to adverse behaviour undertaken in self-interest, such as impression management and subtle cheating	Limited explanation of the negative aspects of job crafting	2.7.5	1, 2, 3, 4

Job crafting scholarship is broad, encompassing a number of different foci. These include: motivation to craft; job features that inform perceived opportunity to craft; specific effects of crafting (i.e. changed job design and social environment of work); general effects (i.e. altered meaning of work and work identity of the job crafter); individual differences such as self-efficacy; and, the type and form of crafting. Given this breadth, studies that have examined job crafting have focussed on specific aspects of the model, rather than the model in its entirety.

2.6.1 Studies examining the processes of job crafting

One cross-sectional study examined the processes of job crafting undertaken by workers of differing rank: Berg, Wrzesniewski and Dutton's (2010) qualitative study found job crafters perceive challenges to their job crafting and adapt accordingly. The authors also found that higher rank workers tended to adjust their own expectations as to their crafting aims, while lower rank workers tended to adjust others' expectations in order to craft as they wished. The study illuminated job crafting as continuous process that is socially embedded within the design of work.

2.6.2 Studies examining the motivation to job craft

Wrzeniewski and Dutton (2001) proposed that the motivation to job craft arose from needs for positive self-image, control over one's work and work meaning and human connection to others. In this way, both the source of the job crafting and the target beneficiary are the self.

Surprisingly few studies have examined workers' motivation to job craft specifically. Instead, reasons to craft tend to be touched upon in measures or questions, such as adding '*to make work more interesting*' (e.g., McClelland et al., 2014), '*so the job suits me*' (e.g., Niessen et al., 2016); '*make it more enjoyable*' (Slomp & Vella-Brodrick, 2013); '*to more effectively meet my work goals*' (Solberg & Wong, 2016) to the end of questions. There are two points to be taken from this approach. First, the overwhelmingly positive view of job

crafting has driven assumptions as to how to measure it. Second, that this may explain the proliferation of job crafting scales (e.g., Slemp & Vella-Brodrick, 2013; Wrzesniewski, Bartel & Wiesenfeld, a working paper referenced in Solberg & Wong, 2016; Niessen et al., 2016; Sekiguchi, Li & Hosomi, 2012, conference paper referenced in Li, 2015). Similarly, studies applying the JD-R framework have several scales to draw upon (e.g., Akin, Saricam, Kaya & Demir, 2014; Nielsen & Abildgaard, 2012; Tims et al., 2012).

Until recently, only one study had examined the relationship between job crafting and Wrzesniewski and Dutton's (2001) needs: Lyons (2008) found that informal job crafting undertaken by sales professionals presented an expression of self-image. However, in 2016, Niessen et al. examined the relationships between needs for positive self-image, autonomy and human connection with job crafting, over two time-periods. The authors found that participants who expressed the need for positive self-image at the first time point had the greatest increase in job crafting at the second time point. However, they found no such relationships with the needs for control or connection to others over the same time-periods. The authors develop the thesis put forward by Wrzesniewski and Dutton (2001) by adding self-enhancement theory as an explanation of individuals' need to create a positive sense of self, and self-verification theory as individuals seeking social environments that reassure them of their self-view. However, in that study the authors examine job autonomy as control over the ordering in which work is performed, the methods applied and the outcome. This conceptualisation of control is different to the need for control conceptualised by Wrzesniewski and Dutton (2001), as being control over work and work meaning. Meaning refers to the outcome of having made sense of work: Wrzesniewski and Dutton argue that the need to create meaning and the meaningfulness (i.e. significance) in work motivate individuals to craft. Thus Niessen et al.'s measures did not accord with the need as proposed by Wrzesniewski and Dutton and so may explain why they did not find the hypothesised relationship between their measure of autonomy and job crafting.

2.6.3 Alternative framework to examine motivation to job craft: Self-Determination Theory (SDT)

One of the challenges in examining the motivation to job craft is that the source and beneficiary is the individual, but that job crafting takes place within the social environment of work and design of work. As such, it may be that a more sophisticated explanatory framework is required. An alternative motivational explanation of job crafting, which Sheldon, Turban, Brown, Barrick and Judge (2003) noted as suited to the study of job crafting is self-determination theory (SDT, Ryan & Deci, 2000). The advantage of SDT is that it addresses the intra-individual processes and interaction with the social context, so is dynamic.

Thus far, job crafting theorists have found that, where the social context provides challenges to job craft, individuals make adaptive moves (Berg, Wrzesniewski & Dutton, 2010). However, this explanation is limited; in contrast, SDT provides a sophisticated explanation of the effect of the social context on need fulfilment and motivation. SDT suggests that those *'social environments can facilitate or forestall intrinsic motivation by supporting versus thwarting people's innate psychological needs'* (Ryan & Deci, 2000). Thus, from an SDT perspective, both the job features and the social environment of work may inform motivation to job craft. This subtle but important elaboration suggests a social and job element to the pathways individuals may follow, when crafting their jobs.

SDT may also provide more insight as it is concerned with the investigation of *'people's inherent growth tendencies and innate psychological needs that are the basis of self-motivation and personality integration'* (Ryan and Deci, 2000 :68). In this sense, inherent growth tendencies could be construed as similar to the need for meaning in work, which Wrzesniewski and Dutton propose, as both connect the self as source and target of behaviour, beyond the performative aspects of the job. SDT distinguishes between needs and types of motivations,

but also proposes broader implications for the adaptive moves individuals make, subsequent need fulfilment and wellbeing (Ryan & Deci, 2000).

Like job crafting theorists, SDT highlights the importance of individuals' inner-resources for behavioural self-regulation (Ryan & Deci, 2000). According to SDT, needs are the psychological and social supports that are essential for growth, integrity and wellbeing (Ryan & Brown, 2003). The most basic of these needs are autonomy, competence and relatedness.

The need for autonomy in SDT refers to the experience of volition, ownership and initiative in one's own behaviour, so is more closely aligned with Wrzesniewski and Dutton's (2001) need for control over work and work meaning than typically applied measures of job autonomy (e.g., Neissen et al, 2016). The need for autonomy in SDT is facilitated when individuals are not coercively or furtively controlled. Individual choice and ownership are important facets, so in job crafting terms, individuals may craft simply to express their choice to act according to their own will, rather than the will of others. Pursuant to this, the level of autonomy support a worker receives from their manager, or through the design of their work, may facilitate needs fulfilment. Autonomy support refers to the inter-personal orientation of the manager in encouraging, providing opportunities for, and understanding their subordinates need for volition. One job crafting study, Slemp, Kern and Vella-Brodrick (2015) examined whether autonomy support predicted job crafting and in turn wellbeing. The authors found the best fit was for autonomy support and job crafting as separate predictors of wellbeing, rather than autonomy support predicting job crafting and in turn, wellbeing. However, a longitudinal study may be required to examine these relationships fully, given the processes of job crafting occur over time.

The need for competence in SDT refers to the experience of being able to act on and have an influence within one's environment. It is facilitated by having challenges that are stretching yet obtainable, and on relevant feedback (Ryan & Brown, 2003) and so arguably connects to the performative aspects of

job crafting. Job crafting theorists in contrast do not consider competence amongst the three basic needs proposed to motivate individuals to job craft (Wrzesniewski & Dutton, 2001). This is a surprising difference, as one would imagine the need for competence as being a fundamental motivation, particularly in the work environment. For example, the elements of competence and feedback are contained in Clegg and Spencer's (2007) circular model of job design. The authors argue that knowledge acquisition informs work performance and that this, along with perceived confidence, brokered through consequent trust from supervisors or peers, generates the opportunity for further job design adjustment. Thus, individual knowledge acquisition and performance are important predictors of further work adjustment, such as job crafting.

The need for relatedness in SDT refers to the experience of belonging and connection, facilitated by acceptance, warmth and caring (Ryan & Brown, 2003). The aspect of connecting to others is accommodated in Wrzesniewski and Dutton's (2001) proposals, however SDT provides a more explicit explanation of how connection to others provides the 'nutrients' for thriving of the self. Furthermore, the SDT need provides more clarity on how this need may be thwarted: not only through a lack of connection to others but by interpersonal interactions that are not perceived as warm, caring or accepting. Thus, job crafting may be equally undertaken in pursuit of, or in response to a lack of the experience of belonging or connection provided through connection to others.

SDT and the self-determination continuum. SDT also addresses how different motivations reflect differing degrees to which the value of a requested behaviour has been internalised - that is the taking in of a value, and integrated into their sense of self. Ryan and Deci's (2000) self-determination continuum recognises that the quality of motivation, not just the quantity of it is an important consideration in explaining outcomes.

On one end of the self-determination continuum (Ryan & Deci, 2000) are the autonomous motivations. Intrinsic motivation is an autonomous motivation whereby an activity is undertaken for the inherent enjoyment of it, while integrated regulation occurs when extrinsic behavioural goals have been brought into congruence with one's other values and needs, and identified motivation whereby activities are consciously valued by the individual, so are accepted as personally important. Although integrated and identified motivations derive from outside the individual, they are considered autonomous, as the individual is self-endorsing in their behaviour. Job crafting may typically be associated with autonomous motivation as it is inherently a means through which individuals connect aspects of themselves to their work. SDT is firmly grounded within the social context. For example, at inter-personal level, integrated and identified regulation may involve for example, corresponding workers identifying with the behaviours and values of another (e.g., Gagne & Deci, 2005).

On the other end of the continuum are the controlled motivations whereby the demands for the activity or behavioural goal derive from outside the individual and may be associated with an external demand or reward contingency, as in the case of external motivation, or to avoid guilt or enhance the ego, as in the case of introjected motivation. A final motivation is amotivation, a non-regulated style resulting from not valuing an activity. As a result, the individual may not act at all, or go through the motions.

Just as job crafting may be autonomously motivated, either undertaken for the inherent enjoyment or to fulfil a coherent sense of self, one might expect job crafting to also be a means through which individuals adapt to, or counteract external motivations in order to attain or preserve need fulfilment.

2.6.4 A closer examination of intra-personal processes of job crafting: goal hierarchy and intra-personal processes

Job crafting studies to date indicate job crafting as a purposeful activity, whether proactive, or adaptive (Berg, Wrzesniewski & Dutton, 2010; Solberg &

Wong, 2016). This suggests that job crafting has a personal goal oriented quality. SDT proposes that differing types of goals and differing types of regulation of goal pursuits lead to differing qualities in behaviours (e.g., Gagne & Deci, 2005). For example, intrinsically motivated activities are those undertaken for the inherent enjoyment. In job crafting terms, we may find some workers craft their jobs as an end in itself to undertake activities that are inherently enjoyable, for example, as a means of directly satisfying basic needs. Alternatively, we may find workers are intrinsically motivated to craft their jobs in order to attain a personally important end-goal, such as the future 'work-self' – a hoped for future identity (Strauss, Griffin & Parker, 2009), which indirectly satisfies the basic needs. Drawing upon the self-determination continuum, we may find that the worker crafts to attain extrinsically derived goals, such as those related to work performance, if these have been internalised (i.e. become concordant with personal goals) and so are autonomous.

In the job crafting literature, Berg, Wzesniewski and Dutton (2010) found that individuals employed adaptive approaches in order to meet their job crafting aims. In some cases, workers crafted in order to generate opportunities for further crafting, while in others, crafters adjusted their own expectations and diverted their energies elsewhere. Furthermore, Leana et al. (2009) note that workers crafted both individually and collaboratively. These findings suggest that workers pursue a number of job crafting endeavours simultaneously, but that some may be abandoned, while others are pursued, either individually or collaboratively. A general effect of job crafting according to Wrzesniewski and Dutton (2001) is work meaning, which is discussed in section 2.5.5. Work meaning refers to the outcome of having made sense of their work with respect to job crafting, while meaningfulness is the significance attached to meaning. Thus, work meaning implies some sort of assessment of the outcomes of the crafting by the crafter, while meaningfulness implies an assessment of the significance attached to the outcome. Yet to date no studies

have probed the apparent goal-hierarchy of job crafting, nor the cognitive processes implied in the Wrzesniewski and Dutton conceptualisation.

Insight may be gained from Carver and Scheier (1990), who propose that in assessing goal progress, individuals consider using additional resources or taking an alternative approach. Carver and Scheier's proposals are indicative in the findings of Berg, Wrzesniewski and Dutton (2010): where employees were unable to directly craft their jobs, they engaged in a number of tactical adaptive moves in order to meet their goal.

Carver and Scheier (1990) propose a feedback process of self-regulation in progress towards hierarchically structured goals. Similar to SDT, Carver and Scheier note that workers have many simultaneous goals, many of which are of continuous action. As job crafting concerns ways in which the worker connects their job to themselves, the implication is that job crafting goals are often significant. The feedback process that Carver and Scheier propose is as follows: in assessing goal progress, individuals make comparisons between a current situation and prior experiences, resulting in pre-existing confidence or doubt. So for example, a worker may assess likely progress towards their job crafting goals, given situational aspects such as perceived opportunity to craft, or social information processing as to behavioural norms. Carver and Scheier propose that if this assessment results in undesirable expectancies, the person might disengage and have negative feelings. Indeed, bearing in mind the hierarchical nature of goals, if the activity is leading towards goal fulfilment that is of central importance, disengagement, or the inability to disengage may lead to negative emotional response, even depression. In the job crafting literature, Berg, Grant and Johnson (2010) found workers who were unable to fulfil their calling experienced negative feelings such as regret. At the time of

writing, no other job crafting studies have explicitly examined the implications for the individual when they are unable to craft their job as they would like.¹

Furthermore, Carver and Scheier (1990) propose that, in assessing goal progress, individuals bring to mind a series of possibilities that might support goal progress. Individuals may look to using additional resources or taking an alternative approach. This suggestion brings to mind the adaptive moves that Berg, Wrzesniewski and Dutton (2010) observed. Employees who were unable to directly craft their jobs engaged in a number of tactical adaptive moves in order to meet their goal. Furthermore, these findings bring into focus that the environment of work may facilitate or forestall job crafting.

An exploratory study such as the present one allows a closer examination of how the social and work environment may inform job crafting and the resultant intra-personal processes described by Carver and Scheier (1990); in so doing the study aims to provide more granularity to our understanding of the implications of job crafting on the individual.

2.6.5 Studies examining job crafting and work meaning

A central tenet of job crafting is as means of making work more meaningful. By extension, individuals also change the meaning of their work – for example Wrzesniewski and Dutton's (2001) case example of the group of cleaning personnel who crafted work that ostensibly held negative meaning, so called 'menial work' into one that held positive meaning. According to Pratt and Ashforth, (2003), work meaning and meaningfulness derive from psychological aspects, such as experiences, beliefs, attitudes, and values; and, sociological aspects, such as social and cultural influences. Meaning is an output of having 'made sense' of something, for example a task, job, or work, while meaningfulness refers to the significance that one attaches to that

¹ Although studies using questionnaires implicitly compare high and low levels of job crafting, less is known as to whether low levels are due to inability to craft or a lack of motivation to craft.

meaning. The implication of this is that meaning-making is dynamic and retrospective, while meaningfulness is relative in terms of significance. However, despite meaning and meaningfulness being either negative or positive, scholars have focussed on the positive aspects. For example, scholars in the field of positive organisational scholarship developed these notions to propose ways in which workers can craft more meaningful jobs. Wellman and Spreitzer (2011) discuss how academics may craft their jobs to increase meaning and personal work experience meaningfulness: cognitively crafting to recognize their 'best selves'; task crafting by seeking challenges within the content of their jobs; and, connecting with beneficiaries to engender a better understanding of the impact of their work on others. Brickson (2011) provides a personal account of job crafting experiences drawing upon these principles. Brickson found on the one hand that crafting improved the levels of satisfaction she felt at work, as an academic professional and in her home life, but on the other hand she encountered obstacles that hindered her job crafting. The author further highlights that these systemic obstacles might influence crafting endeavours of non-tenured academics more substantially than tenured academics.

Some scholars explicitly incorporate work meaning into their measures or questions, as a means of determining job crafting (e.g., Berg, Wrzesniewski & Dutton, 2010; Berg, Grant & Johnson, 2010). Similarly, McClelland et al., (2014) examined collaborative crafting directed at job fulfilment; making work more meaningful; and, changing skills used to make work more interesting.

2.6.6 Studies examining the job crafting and work identity

Wrzesniewski and Dutton (2001) suggest that job crafting is a means through which workers alter their work identities by creating and sustaining claims about who they are. These identity claims fulfil a motivational need for positive self-image; in this way, the general effect of job crafting on work identity informs motivation for further crafting.

One study was directed specifically at job crafting with respect to professional identity. Mattarelli and Tagliaventi (2015) undertook an exploratory study of offshore research and development teams. The authors found perceived compatibility between professional and organisational identity was an intervening condition between perceived threats to work-identity integrity and job crafting. Where workers perceived compatibility between their professional and organisational identity, crafting focussed on generation of new ideas. Where workers experienced identity ambiguity (Corley & Gioia, 2004) discovery of new ideas was limited. The findings of Mattarelli and Tagliaventi therefore underscore the relationship between work identity and job crafting, but also indicate how differing identities may interact with job crafting: in this case compatibility between professional and organisational identity.

Bertolotti, Macrì and Tagliaventi (2005) examined working practices among social networks in the fashion industry. The authors found that job crafting was a means through which professional identity was exemplified: when management requests ran counter to professional values, the pattern cutters spontaneously exhibited behaviours that reinforced their professional identity. Thus, job crafting was undertaken by group members as part of a continuous process of identity construction.

2.6.7 Studies examining the job crafting and work orientations

At the time of writing, two studies examined the work orientations, which comprise a job, a career and a calling as proposed by Wrzesniewski and Dutton (2001), as moderating motivation to job craft.

Leana et al. (2009) examined the relationships between work orientations and individual and collaborative job crafting, to find that a career orientation was positively related to individual job crafting, while a calling was not statistically significant. Neither job, career nor calling work orientations were significant predictors of collaborative crafting. Given collaborative crafting is directed at shared team or group aims, it may be expected that individual work

orientations are secondary in order to the group to function cohesively, such as when collaboratively crafting. Conversely, career orientated individuals may be more inclined to individually craft to meet their own career focussed needs and preferences that may otherwise be problematic to achieve through group working.

Some scholars have examined an aspect of the relationship between one's self and work that is a source of meaningfulness, referred to as 'calling'. This field derived from the proposed interaction of work orientation with motivational needs of: control over the job and work meaning, positive self-image, and, human connection with others, as proposed by Wrzesniewski and Dutton (2001). Berg, Grant and Johnson, (2010) define a calling as '*an occupation that an individual feels drawn to pursue, expects to be intrinsically enjoyable and meaningful, and sees as a central part of their identity*' (:973). Those authors examined how individuals approach and craft their work, when unable to meet their calling. Taking a broader context of the changes individuals make to both their work and leisure time, the study examined crafting in both domains. In this sense, crafting of leisure time, such as pursuit of hobbies, was one way in which individuals might compensate for being unable to meet their 'calling' in work. The authors found that individuals were more likely to craft their leisure time when they were unable to craft towards their calling at work. Crafting leisure time was associated with enjoyment and meaning out of work. Similarly, Sturges (2012) also examined the job and leisure domains of job crafting, this time directed at the outcome of good functioning and satisfaction both at home and at work. Her study examined job crafting techniques and activities that young professionals use to shape their own work and life balance.

2.6.8 Studies examining the job crafting and wellbeing

Studies applying the Tims and Bakker (2010) approach to job crafting examined aspects of wellbeing such as work engagement, work satisfaction and burnout. The findings are summarised in Appendix B. Several scholars

adopting the Wrzesniewski and Dutton (2001) conceptualisation examined aspects of wellbeing.

Berg, Grant & Johnson (2010) examined job crafting of both work and leisure with respect to a calling and wellbeing. They found that when individuals pursue their unanswered callings, they were more likely to experience positive psychological states at work. Individuals who missed their additional calling experienced intermittent regret, while those missing their calling experienced long-term regret. The authors also found that negative experiences in work triggered a prevention-focused state, suggest that environmental changes alter both wellbeing and job crafting. Mattarelli and Tagliaventi (2012) also examined environmental influences. They found that when offshore professionals experienced threats to the integrity of their work identity, they experienced reduced psychological wellbeing. This in turn informed their job crafting. Similarly, Vogel, Rodell and Lynch (2016) found that individuals crafted their leisure time when their personal values are incongruent with those of their organisation. Focussing on the academic sector, Wellman and Spreitzer (2011) and Brickson (2011) discussed how job crafting may produce more meaningful and satisfying jobs. In Brickson's personal account of her job crafting experiences, she also highlighted environmental aspects such as performance pressures and competitive practices that are obstacles to crafting meaningful work. These studies indicate environmental changes, which may influence psychological states and in turn, job crafting.

Leana et al. (2009) and McClelland et al. (2014) examined job crafting in relation to work engagement. Both found work engagement was strongly and positively associated with job crafting, although findings from these and other studies suggest a bi-direction of this relationship. Similarly, Slemp and Vella-Brodrick (2013) found job crafting was positively and significantly related to a number of positive outcomes such as work enthusiasm, job satisfaction, work contentment and work-specific positive affect. While Qi, Li and Zhang (2014) found affective commitment was associated positively with job crafting, Slemp and Vella-Brodrick (2014) found that job crafting predicted intrinsic need

satisfaction, in turn leading to positive emotions and positive psychological functioning. These studies suggest on the one hand that job crafting can lead to wellbeing outcomes, on the other, wellbeing outcomes inform crafting.

2.6.8 Studies examining the job crafting at higher levels of analysis

A few studies examined job crafting at the higher level of the group.

Collaborative crafting was conceptualised by Leana, et al. (2009), who examined job crafting undertaken in childcare setting by individuals and inter-dependent groups of childcare workers. The authors identified collaborative crafting as a distinct construct, whereby workers jointly shaped their work in order to achieve shared work aims or goals. They found that collaborative crafting was related to discretion, task and social inter-dependence and supportive supervision, but not work orientation. Collaborative crafting was also significantly related to organisational commitment and job satisfaction. The performance aspect of quality of care was a significant outcome of collaborative crafting suggesting that job crafting undertaken collectively is strongly linked to work group performance.

McClelland et al. (2014) examined collaborative crafting undertaken by call centre teams whose jobs were characterised by low control. The authors adapted Leana et al.'s (2009) scale items, to reflect 'reasons to' craft of meaning, interest and fulfilment. Not only was collaborative crafting strongly associated with work engagement and performance, but the authors also proposed that job control served a dual function: as a motivational need and as an informant of perceived opportunities to craft.

The notion of collaborative crafting highlights that workers may effect changes outside their immediate job, by altering the design of work. In the next section, 2.5.9, I discuss job crafting within the design of work and note studies that have taken this expanded view.

2.6.9 Studies examining the job crafting within the elaborated model of work design

Some studies have looked beyond the ways in which job crafting is undertaken within the worker's job, to consider job crafting within the design of work. According to Wall and Clegg (1998) job design refers to the method, i.e. the way the job is done and the content of jobs, while work organisation refers to the way in which tasks are coordinated and organised within the over-arching work system (see also: Trist, 1981; Cordery and Parker, 2007). Work systems comprise configurations of sub-systems such as technology, employee capabilities, leadership, management policies and work content. Thus the job design is nested within broader work design. Furthermore, Parker, Wall and Cordery (2001) argue for an elaborated model of job design, incorporating factors that constrain or influence it, such as management practices and culture within the organisation, or external factors such as available technology and labour markets (also, see Clegg, 1984). From a job crafting perspective, it could be argued that most jobs fit within a broader set of influences through an elaborated view of the design of work and these may inform job crafting and be informed by job crafting. This is especially pertinent in the present study, since boundary spanning occurs across organisational environments.

Within the job crafting literature, several studies focussed on crafting and changes to work design (e.g., McClelland et al., 2014; Leana et al., 2009). Leana et al. found differences in collaborative crafting across different childcare centres, noting that the organizational context matters. Leana et al. adhere to the notion of job crafting as linked to the social identity groups form at work, in their study into collaborative crafting. The authors draw upon Orr (1996) to suggest that workers develop and informally share work practices to explain how collaborative job crafting may occur.

McClelland et al. (2014) examined collaborative job crafting within a highly task inter-dependant work context of call centres. The authors adapted a job crafting scale based on that developed by Leana et al. (2009), to examine

collaborative job crafting focused towards: changing tasks directed at job fulfilment; making work more meaningful; and, changing skills used to make work more interesting. The authors found positive relationships between collaborative job crafting, team interdependence, team efficacy, team control; and in turn positive work performance and engagement. This work clearly demonstrated how workers jointly effect changes to the design of work through collaboratively crafting and that this improves performance.

Bertolotti et al. (2005) found, in their study of social networks in the fashion industry that job crafting is an important facet of group self-management, knowledge diffusion and technical cooperation. The authors propose a model of group self-managing work practices whereby the need to maintain professional identity – that is adherence to perceived core values marked by their profession, provides the motivation, while the organisational context, technology and labour market conditions provide intervening conditions. With respect to the present study, low supervisory control and low interdependencies – two aspects that often characterise boundary spanning were said to favour collective self-managing practices.

Solberg and Wong (2016) examined the individual and social-embedded aspects of the leader and subordinate's job crafting, in situations of role overload. The authors found that on the one hand the leader's need for structure – a preference for unambiguous and predictable environments, is a constraint on their subordinate's perceived opportunity to craft. On the other, the subordinate's adaptivity – the ability to deal with changes imposed by their work environment, may lead to crafting to deal with role overload. Although in isolation, perceived role overload was negatively related to job crafting, when the leader's need for structure was low and worker's perceived adaptivity was high it was positively related to job crafting. These findings illustrate how social and individual factors inform worker perceptions as to whether role overload presents a hindrance or an opportunity.

Finally, Kira, van Eijnatten and Balkin (2010) offered a conceptual paper, focused on the ways organisations could utilise job crafting when designing work practices. The authors propose sustainable work abilities may be achieved through what they term collaborative work crafting. They define organisational work crafting as '*organizational practice for shaping employees' work with the aim to promote the application and development of employees personal resources at work, and to promote the achievement of organizational objectives*' (:625). Their proposal is based on assumptions of social and task inter-connectivity, conservation of resources theory (Hobfoll, 2002), within a fluid work design.

The studies indicate the ways in which job crafting is nested within broader work and organisation systems. An elaborated model of work design is an important insight in the present study, as boundary spanners function across organisational boundaries, i.e., in the organisational environment. This is discussed in section 2.1, when I address literature on the focal worker of this study: the boundary spanner.

2.6.10 A closer examination of boundary conditions of job crafting

In this section, I discuss differences in the boundary conditions applied in job crafting studies, specifically with respect to job crafting as a formal or informal undertaking. I attempt to illuminate these differences by offering a matrix that guided my decision as to the boundary conditions applied in the present study in the specification of job crafting.

Wrzesniewski and Dutton (2001) note that job crafting is often undertaken informally, which they suggest as undertaken without management knowledge. This approach to studying job crafting makes sense, since informal work changes are likely to be directed at individual needs and preferences despite the perceived requirements of the role. Informality as a boundary condition therefore informs the construct validity of approaches to job crafting.

Some studies specified job crafting as an informal endeavour – that is, undertaken without managerial knowledge (e.g., McClelland et al., 2014; Slemp & Vella-Brodrick, 2014; Sturges, 2012; Leana et al., 2009; Lyons, 2008). Some studies did not explicitly state informality as a boundary condition. However, the interview protocol of Berg, Wrzesniewski and Dutton (2010) directs participants towards informal accounts, and the narrative accounts indicate that, while the adaptive moves individuals undertake may involve interaction with managers, their job crafting intentions remain informal.

Inconsistency in the assumptions of formality and informality in establishing boundary conditions require closer examination because, within a critical realist perspective, each may present differing structures and underlying mechanisms that may enhance or constrain job crafting. I attempt to aid clarity by suggesting the following: When scholars refer to job crafting undertaken without management knowledge, they are referring to behaviours that are non-sanctioned. This is distinct from behaviours that move away from the formal requirements of the job. There are therefore two dimensions that scholars need to consider to establish the boundary conditions for study: sanctioned versus non-sanctioned – that is the extent to which the job crafting is undertaken with or without management knowledge; and, formal versus informal – that is the extent to which the changes align with the formal requirements of the job.

Sanctioned versus non-sanctioned job crafting. Job crafting undertaken without management knowledge is non-sanctioned. Job crafting undertaken with management knowledge, such as through idiosyncratic deals (Hornung, Rousseau & Glaser, 2009) is sanctioned. From an examination of methods, the Tims and Bakker scale comprises questions such as ‘asking a supervisor for feedback’ (Tims et al., 2012, :177), suggesting sanctioned crafting. The work of Leana et al. (2009); Lyons (2008); McClelland et al. (2014); Slemp and Vella-Brodrick (2014); and, Sturges (2012) suggest the job crafting was mainly non-sanctioned.

Formal versus informal job crafting. Job crafting that moves away from the formal requirements of the job is informal. The boundary condition of informality is one aspect that conceptually distinguishes job crafting from role revision. The studies of McClelland et al. (2014), Slemp and Vella-Brodrick (2014), Sturges (2012), Leana et al. (2009) and Lyons (2008) indicate those scholars examined informal job crafting, that is job crafting that moved away from the formal requirements of the job. For example, Leana et al. specify informality as '*an ongoing process whereby work practices are developed and shared informally among workers*' (:1173).

Over time, work practices that evolve through job crafting may become codified and gain a formal quality. However, the emergence of the practices through job crafting is informal in its inception. Integrating the temporal aspect, job crafting that is initially informal may become formal when it becomes integrated into the performative aspects of the work group. The work of Leana et al. (2009) exemplifies this, in that the childcare workers in the study undertook a joint effort in changing work processes.

Un-sanctioned and informal combination. As I have discussed, some scholars explicitly studied this combination (McClelland et al., 2014; Slemp & Vella-Brodrick, 2014; Sturges, 2012; Leana et al., 2009; Lyons, 2008). For example, Lyons specifically asked respondents to recount unsupervised changes that did not form part of the formal specification of their job.

Sanctioned and informal combination. Some researchers have suggested that idiosyncratic deals are a way in which individuals broker latitude to craft their jobs (Hornung et al., 2009). This is ostensibly a sanctioned undertaking, in that it occurs with management knowledge, however one could argue that the crafting remains informal unless it is integrated into codified work practices.

Figure 2.3 summarises the sanctioned/non-sanctioned by management and formal/informal requirement of the job as each combination relates to job crafting and related concepts.

Figure 2.3: Matrix of sanctioned/non-sanctioned and formal/informal combinations

	Sanctioned: With management knowledge	Non-sanctioned: Without management knowledge
Formal: Within the requirements of the job	Role Revision	Cannot Exist
Informal: Moves away from formal requirement of the job	I-Deals Job Crafting	Job Crafting

In the present study, I adopt the Wrzesniewski and Dutton (2001) conceptualisation of job crafting, because the aims of this study are to examine the how, what, why and when of job crafting. I therefore consider task, relational and cognitive crafting, and will refer to Wrzesniewski and Dutton's circular and dynamic model of job crafting.

My focal level of analysis is the individual. I align with job crafting scholars such as McClelland et al. (2014), Slemp and Vella-Brodrick (2013, 2014), Sturges (2012) and Lyons (2008) in specifying the boundary condition of crafting that is informally undertaken. In order to distinguish between job crafting and similar concepts, job crafting endeavours as those motivated by the boundary spanner's needs and preferences, whether or not these correspond to the requirements of the job. Given job crafting is circular and dynamic, I will also identify motivations relating to work identity and meaning when identifying job crafting endeavours.

2.7 Developing the guiding conceptual framework: boundary-spanning literature

In this section, I review the literature with respect to the focal worker in the present study, the boundary spanner and integrate pertinent aspects of job crafting literature.

Employees who are required to function 'across the boundary' of one or more organisation are said to hold boundary spanning roles (Aldrich & Herker, 1977). As presented in section 1.1, boundary spanning is undertaken in a wide range

of occupations and refers to interactions across the boundary, irrespective of how much of the role comprises boundary spanning. Drawing upon Aldrich and Herker and Ancona and Caldwell (1992), Marrone et al. (2007) defined boundary spanning as a set of externally directed behaviours directed at gathering, interpreting and relaying information from external contacts; fulfilling an external representation function; and connecting to others who can provide valued or needed resources. This definition provides a sound basis through which to frame inter-organisational boundary-spanners' job crafting practices. A further insight from the boundary-spanning literature is the multi-level nature between individual and team boundary-spanning behaviours proposed by Marrone et al. (2007) which is applicable in situations where intra-organisational teams span inter-organisational boundaries. Furthermore, studies have linked boundary-spanning to wellbeing: group collaboration in shaping the work (Leana, et al., 2009) and teams that valued their boundary-spanning activities (Ancona & Caldwell, 1992) have been linked to performance and job satisfaction, while individual boundary-spanning has been linked to role overload (Katz & Kahn, 1978).

According to Aldrich and Herker (1977), the 'boundary' distinguishes between members and non-members. However, for the purposes of the present study, the investigation concerns spanning inter-organisational boundaries, whereby boundary spanners interacts with others from different organisational entities.

Boundary spanning behaviours are of central importance when considering cooperation and collaboration across inter-organisational boundaries.

Boundary spanning roles act as a buffer, moderator and influencer between the organisation and its environment (Aldrich & Herker, 1977). Dealing with unstable environments requires flexibility and adaptivity, therefore of necessity these roles are associated with lower levels of managerial control, less formal structure and low routinisation of tasks (Aldrich & Herker). As a result, employees in boundary spanning roles may be required to address role uncertainty or ambiguity, adapt, or negotiate with others' mental models of working. Furthermore, they may be physically apart from the sources of social

support that they have established in their own organisation. This set of dynamics present a number of specific challenges, that are considered in more detail in the next section.

2.7.1 Characteristics of boundary spanning and implications for the present study

In section 2.6.9, I discussed a number of job crafting studies that have examined job crafting within the broader design of work. This is pertinent when considering boundary spanners, who function across organisational boundaries, often with little or no formal cross-boundary work design.

Boundary-spanning roles are ambiguous, demanding and complex. Employees who work across inter-organisational boundaries do so in unstable external environments, within social contexts that may challenge or shape the ways in which they see themselves and their job. In combination, these factors present a dynamic context in which employees who work across organisational boundaries balance their needs and make decisions about their work, themselves and others.

Boundary-spanning roles are associated with role ambiguity, which may lead to adaptive (Aldrich & Herker, 1977) and proactive (Wrzesniewski & Dutton, 2001) shaping of the job by the boundary spanner. Making decisions about what the job is and how it will be conducted influences performance (e.g., McClelland et al., 2014; Leana, et al., 2009; Marrone et al., 2007; Ancona & Caldwell, 1992). However, when undertaken individually, it can also bear consequences for others in the work domain. When decisions are made by one boundary-spanner that change the nature of the work or the way it is performed, others in corresponding organisations may be motivated to shape their jobs in order to re-align their mental models of theirs and others' work. Research has suggested that such social influence strategies, if perceived as controlling can result in poorer interpersonal relations and enjoyment of work (Wild, Enzle, Nix & Deci, 1997). Hierarchical influence, such as a leader's need for structure can reduce the workers perceived opportunity to craft (Solberg &

Wong, 2016). Conversely, it is reasonable to assume that shaping work in ways that create more meaningfulness for one individual may influence others to shape their work or perceive it as more meaningful (Wrzesniewski & Dutton, 2001; Berg, Wrzesniewski & Dutton, 2010). For example, a boundary spanner who conveys that they have cognitively crafted their job may influence others to do the same, through social information processing (Salancik & Pfeffer, 1978).

Employees who function across inter-organisational boundaries are likely to experience a degree of role ambiguity (Marrone et al., 2007, Aldrich & Herker, 1977) and lower organisational identification, when compared to non-boundary spanning colleagues. Job crafting is one way in which employees can meet their need for control and reduce role and identity ambiguity (Wrzesniewski & Dutton, 2001). Thus, cognitive crafting of work meaning, meaningfulness and work identity may be especially important for boundary spanners as a means of addressing these ambiguities.

Because many inter-organisational forms of working are characterised by low task inter-dependence, relational ties and connection to others are an important aspect of inter-organisational working. As such, in contrast to many of the job crafting studies to date, relational and cognitive crafting may be more prominent than task crafting for boundary-spanners in the present study.

The crafting of relational boundaries comprises adapting the extent of, or nature of relationships, re-framing them into something more meaningful, and building relational ties and connections (Wrzesniewski & Dutton, 2001; Berg, Wrzesniewski & Dutton, 2010). Similarly, altering cognitive boundaries includes focussing perceptions on specific relationships. As such, relational and cognitive crafting are inextricably linked. Crafting relational boundaries is particularly important when we consider employees who operate across inter-organisational boundaries. As some inter-organisational forms may be loosely structured, we may expect proactive attempts to build relationships across

corresponding organisations to be of central importance to how the boundary spanners see their role. Furthermore, any subsequent attempts to collaboratively shape the work of others may be predicated on some form of relational crafting. We know from studies on the adaptive moves that individuals make in order to job craft (Berg, Wrzesniewski & Dutton, 2010) that setting expectations of selves and others is one of the ways in which individuals pave the way to craft their job. This suggests that many of the individuals working across inter-organisational boundaries will craft their relationships as an end in itself, or adaptively change perceptions in those relationships, in order to create opportunities to craft. As shaping relational boundaries comprises two or more parties, it is reasonable to assume that there will be chains of interactions between the efforts of one inter-organisational boundary-spanning member and those of the others.

Wild et al. (1997) provide an interesting insight that links relational crafting with the motivation of others. Their study found that inter-personal cues about whether an individual was intrinsically motivated determined the perceiver's own expectations of task enjoyment and the quality of the relationship. This suggests that not only does the quantity of relational job crafting bear consequences for others in the work domain, the perceived quality of the crafting also plays a role in how others see their work. The present research aims: to understand the influence that job crafting attempts by one individual have on others; whether this leads others to make job crafting attempts; whether it compromises or facilitates others' interests; and, the implications this has for others.

Employees cognitively craft their job by changing their perception of the influence and purpose of their work or may focus their perceptions on specific tasks or relationships that are significant to them. Similarly, they may shift perceptions away from aspects they dislike or find less meaningful. Furthermore, employees may link areas of valued personal interest with aspects of their work (Wrzesniewski & Dutton, 2001, Berg, Wrzesniewski & Dutton, 2010). We know that employees in boundary spanning roles function

in dynamic social contexts and experience role ambiguity. These factors suggest that the perception of the role and the roles of others is key to understanding how boundary spanners shape their work. Similarly, the expectations of others across the inter-organisational environment, expressed through social cues, may shape and challenge those mental models and lead to further cognitive crafting attempts.

Boundary spanning is directed at managing the boundary or those beyond the boundary, and managing internal processes that are connected to boundary work. Ancona and Caldwell (1992) found that when teams engaged in extensive external activity, or 'external focus,' performance was positively related to boundary spanning behaviour. Conversely, teams that followed predominantly internal focussed strategies performed less well. These findings were supported by Marrone et al. (2007) in their study of cross-level boundary spanning. The authors found group members' perspectives of the relevance and value of boundary spanning is a critical team function. As such, we may expect boundary spanners to craft both the externally facing aspects of boundary work and the related internal processes. Thus, in the present study I will examine job crafting undertaken when boundary spanners are boundary spanning externally, but also when the crafting is directed at internal processes connected to boundary work.

2.7.2 Internal and externally directed activities of boundary spanners and implications for the present study

Ancona and Caldwell (1992), studied the external activities undertaken by new product teams working across organisational boundaries. The authors linked these activities to internal group processes and performance and found that those teams who held a strong external focus performed better than those who did not. Interestingly, Ancona and Caldwell (1992) note how '*cycles of activity early on reinforce themselves over time.*' This observation is suggestive of the proposals by identity theorists concerning what they term 'a level of social reality' that is formed through the inter-subjective: common purpose, role relationships and interaction patterns become taken for granted.

These studies raise important considerations for the present study. Intra-organisational team boundary spanning behaviours have been more closely linked to performance (Ancona & Caldwell, 1992), and less role overload (Marrone et al., 2007) than individual boundary spanning behaviours. Yet employees who operate across inter-organisational boundaries face unstable environments and complex social contexts that may present challenges to team based approaches. On the one hand, individual boundary spanning may be more prevalent than team boundary spanning in inter-organisational contexts. On the other hand, it may be that cross-boundary teams – comprising boundary spanners from different organisations, form as a result of externally directed job crafting. Collaborative crafting may therefore, not only be present in team boundary spanning, but also in cross-boundary inter-organisational teams - albeit through a more complex negotiation.

2.7.3 Potential identity conflicts for boundary spanners and implications for the present study

Employees in boundary spanning roles face the challenge of functioning between two or more organisational social contexts, or social groups. Identity theories provide a perspective on how identities are socially constructed (Tajfel, 1978), through the connection employees make with others, their organisations, their professions and their roles (Ashforth, Rogers & Corley, 2011). Identity informs employees' mental models of how they and others should act.

Theorists such as Rousseau (1998) drew the distinction between situated and deep identification. A sense of belonging to the collective that is triggered by situational cues may be unstable and temporary. Referring to the phrase 'swift trust' coined by Meyerson, Weick and Kramer (1996), Rousseau suggests structural and processual interventions may be required to ensure task fulfilment. Situated identification may (or may not), lead to 'deep' identification whereby the entity to which one identifies becomes part of the self-concept. Recently, identity theorists have elaborated further on the processes of identification. Ashforth et al. (2011) propose that nested, that is

embedded identities are linked dynamically across levels of analysis such as individual, work group, organisation and industry. Furthermore, these identities enable or constrain identities at other levels of analysis. In the social context of organisations, individual cognitions about identity – the intra-subjective, facilitate the emergence of shared cognitions – the inter-subjective. Over time, these shared cognitions of ‘we think’ may be encoded in shared routines, goals and information flows to become seen as institutionalised reality, or ‘it is’ (Ashforth et al.).

There are several points from this work. Firstly, individual level identities may intervene in the identity reconstruction process of a collective and change the course of how its members of the collective interact and thinks about itself. Secondly, theorists suggest that nested identities situate the individual and inform tasks and roles (Ashforth et al., 2011). This suggests that boundary spanners may experience incongruence with mental models of their role and how tasks should be conducted when they work with others across the inter-organisational work domain. Indeed, the job crafting study of Mattarelli and Tagliaventi (2012) described in the previous section describes how identity conflict may inform job crafting, as well as wellbeing.

These aspects of social identity and identification may have implications for the present study in that they form the dynamics by which employees working across inter-organisational boundaries make decisions and shape their work. Group collaboration in shaping the work (McClelland et al., 2014; Leana et al., 2009) and teams that valued their boundary-spanning activities (Ancona & Caldwell, 1992) have been linked to performance and job satisfaction. Conversely, individual boundary spanning has been linked to role over-load, as a result of trying to manage simultaneous and often conflicting demands (Katz & Kahn, 1978). Bartel (2001) also studied identity of boundary spanners with respect to her study of community outreach workers. Bartel found that inter-group comparisons with clients and intra-group comparisons with other organisation members changed how members construed their organisation’s defining qualities, which in turn strengthened organisational identification.

The study then found a relationship between strengthened organisational identity and cooperation and work effort (Bartel 2001). When considered in the context of situated identity, questions also arise as to how and where employees who function across inter-organisational boundaries seek social support. Furthermore, given the unstable environment in which employees span organisational boundaries work, we may expect that their self-image and work roles may become misaligned, shift or change. These dynamics may well elicit a response from the employee in the way they shape their job and the decisions they make in order to restore meaning in their work.

2.7.4 Boundary spanning: A closer examination of cross-boundary inter-personal interactions

A key component of boundary spanning is that of working across the boundary with corresponding boundary spanners from another organisation. As previously highlighted, from a job crafting perspective one may expect relational and cognitive crafting with corresponding boundary spanners to be prominent. Furthermore, the boundary spanning literature highlights the importance of the quality of inter-personal processes in engendering cross-boundary working. This notion requires a closer examination of the inter-personal interactions and relational structures that form across boundaries. Social exchange theory (SET, Blau, 1964) may provide insight; fundamentally, social exchanges comprise interdependent (exchanged) transactions, in this case between corresponding boundary spanners, which generates some form of interpersonal attachment. A basic tenet of SET is that, in order for relationships to evolve over time into trusting, loyal, and mutual commitments, parties must abide by certain 'rules' of exchange (Cropanzano & Mitchell, 2005). These rules form a *'normative definition of the situation that forms among or is adopted by the participants in an exchange relation.'* (Emerson, 1976: 351).

SET has been subject to broad application and research, as presented in the conceptual review by Cropanzano and Mitchell (2005). Broken down into its

component parts and the respective theorists, SET involves six inter-related principles.

The first principle of SET is that relationships are social structures through which exchanges occur (e.g., Blau, 1964). With respect to the present study, one may find cross-boundary job crafting directed at informing social structure formation.

The second principle of SET is that exchanges inform the properties of relationships, such as trust and loyalty, which in turn serve the basis for further exchange (e.g., Blau, 1964; Molm, 2003). In the boundary spanning literature, trust is a critical feature of inter-organisational collaboration (e.g., Currall & Judge, 1995) that strengthens ties, speeds up negotiations, decisions and reduces transaction costs. Overlaying the concept of trust onto job crafting in the context of boundary spanning roles provides an interesting dynamic. Trust can be an adaptive move in order to job craft (Berg, Wrzesniewski & Dutton, 2010). Trust may be formed through the processes of crafting, such as changing one's perceptions about what the job is. Trust may be shaped through the exchanges inherent in the tasks that are conducted, the information that is exchanged or the nuances by which individuals interact. But lack of trust may also be related to crafting the job in pursuit of self-interest, contrary to the needs of the collective. It may lead to groups of corresponding members pursuing local or shared interests.

Currall and Judge (1995) developed a framework for measuring trust in boundary-spanning roles. The authors propose that trust is manifested in certain types of trusting behaviour such as open and accurate communication, entering informal agreements and co-ordination of tasks. Similarly, Cummings and Chervany (1998) developed a detailed model of initial trust formation. This work will be of particular relevance in newly formed inter-organisational roles or changes to boundary-spanning personnel. Trust has also been linked to job crafting, to create (Berg, Wrzesniewski & Dutton, 2010) or facilitate

(Clegg & Spencer, 2007) opportunities to job craft. Behaviours associated with trust lend themselves to job crafting as they tend to be informally negotiated.

The third principle of SET is that there are rules of exchange, for example, reciprocity (e.g., Meeker, 1971) that guide behaviour. A fourth principle is that social exchanges comprise a series of interactions that generate mutual obligations (e.g., Molm, 2003; Blau, 1964). In this sense, rules may be tacit, that is mutually understood, and serve to establish mutual expectations or obligations to be fulfilled through the relationship. The experimental study of Berg, Dickhaut and McCabe (1995) demonstrated that trusting gestures invite reciprocity. Furthermore, reciprocity can be positive and rewarding or negative and punishing, despite self-interest. Berg et al. also found that signalling is essential to reciprocity, such as through positive behaviours (e.g., helpfulness). Rules of exchange such as reciprocity serve to build trust, which is often based on the expectation of reciprocity. Positively perceived behaviours such as helping and cooperation may serve as a signal to invite reciprocity between inter-organisational boundary-spanners, by elevating trusting beliefs in others (Kramer, 1999), in turn informing the trusting intentions of others in the work domain (McKnight, Cummings & Chervany, 1998). Such pro-social behaviours have, in turn been associated with increased trust (Mayer, Davis & Schoorman, 1995) and social identity. Furthermore, a recent study by Pavey, Greitemeyer and Sparks (2011) found that highlighting relatedness increased pro-social activities.

A fifth principle of SET is that the content of exchange may generate tangible economic resources, such as financial benefit or intangible particularistic outcomes such as need satisfaction (Foa & Foa, 1974). In this sense, in order for there to be mutual gains, one may expect either shared goals or mutually conducive benefits through the exchange relationship. For example, in the job crafting literature, collaborative job crafting is directed towards a shared, that is mutually beneficial work goal. However, other scenarios are possible as to the content of the exchange, given job crafting is a means through which workers meet their needs and preferences in order to connect themselves to

their job more meaningfully. For example, boundary spanners may craft their relationships cross-boundary in ways that met their own needs, and concordant work goals of generating tangible benefits through the relationship. Alternatively, boundary spanners may also craft the exchange relationship where the content of the exchange is more particularistic and intangible, such as need fulfilment.

The sixth principle of SET is that social exchange is inherently dynamic, in that exchanges inform relational properties and relational properties inform exchanges. Cropanzano and Mitchell (2005) liken successive exchanges towards a quality relationship as akin to climbing the steps of a ladder. Through exchanges, the potential exists for the generation of high-quality relationships that are based upon trust, loyalty and mutual commitment. Rousseau (1998) suggests that the intra-personal processes, such as deep structure identification alter the meaning attached to resource exchanges, by altering perceptions of the parties involved. This in turn strengthens the quality of the inter-personal relations. In this way, corresponding boundary spanners may move to cross-boundary collective working - as crafting by one boundary spanner strengthens the exchange relationship by informing crafting by the corresponding boundary spanner. Were this the case, job crafting may be a means of instigating, sustaining and building, or otherwise, cross-boundary exchange relationships.

2.7.5 Boundary spanning: The potential darker side of crafting in low managerial control and high latitude jobs

Job crafting is inherently a means through which individuals exercise their individual agency, as both the source and target of crafting are the self. As discussed in section 2.3, the study of job crafting is overwhelmingly directed towards job crafting as a positive undertaking and measured accordingly.

However, in the boundary spanning literature, Aldrich and Herker (1977) highlighted that boundary-spanners buffer, moderate and influence information between an organisation and its environment. This may lead to

asymmetric information flows that could be manipulated for self-interest. Thus, boundary spanners may not necessarily serve the interests of others; job crafting may be a means through which this is undertaken. Examples are considered as follows.

Subtle cheating. One of the ways in which boundary spanners may craft in less than positive ways is through subtle cheating (Trivers, 1971) whereby the impression is falsely created of an altruistic act, specifically to invite and benefit from reciprocity. For example, a gesture of helpfulness by one boundary spanner may engender trust and invite reciprocity from another (Penner, Dovidio, Piliavin & Schroeder, 2005). However, subtle cheating is directed at benefitting from the received reciprocity, while the gesture of helpfulness is not fulfilled. Therefore, from a SET perspective the cheated-upon party may believe that a rule of exchange has been established, however it is not an exchange relationship, as the reciprocal exchange is not fulfilled.

Boundary spanners may craft their jobs by dysfunctional behaviour such as subtle cheating. For example, subtle cheating may be a means of meeting end-state job crafting aims, such as to obtain tacit support for actions from others, to obtain needed resources, such as information, or to compete with others for status or other material gains. While subtle cheating behaviour may enable the job crafter to meet their aims, there may be negative consequences on others.

Impression management. Another means of manipulating others is impression management (Bolino, 1999), which refers to the process through which workers attempt to influence others' image of them. According to Bolino, workers enhance their image at work by undertaking tactics such as ingratiation, creating the impression of dedication to work and self-promotion. However, the motives for impression management are self-serving, such as gaining favour compared to co-workers, deflecting from undesired aspects of performance, enhancing perception of status in order to secure long term gains and engendering trust from managers that may increase latitude at

work. Like subtle cheating, impression management behaviours are deceptive since they mask motives. Gagne and Deci (2005) explain in the context of self-determination theory that seemingly helpful or pro-social behaviours can be enacted for impression management purposes. However, Gagne and Deci note that impression management tends to be more prevalent in high control contexts, where organisational politics are salient. This may be the case for boundary spanners, who for example, work in very large organisations that are characterised by strong hierarchies or overly bureaucratic procedures. However, as discussed above, impression management may also be the case in the inter-organisational context, as a means of influencing social exchanges.

Dysfunctional behaviours. Brief and Motowidlo (1986) propose that extra-role pro-social behaviours, such as through job crafting, may be functional, i.e. benefiting organisational goals. However, they may also be dysfunctional, such as benefiting others at the expense of, or detracting from organisational goals. In other words, positively viewed behaviours may in fact benefit one party to the detriment of another. This point underscores that a number of interests may be served through job crafting, but that these may or may not accord with organisational interests.

Job crafting to serve self-interest exposes the boundary spanner to the risk of detection from corresponding boundary spanners across the organisational boundary. If social cues were read in which an individual was perceived to be acting in self-interest, others may respond with the non-trusting behaviour of surveillance (Currall & Judge, 1995). Increased surveillance may in turn, be perceived as a non-trusting behaviour, leading to a further reduction in trust and potentially a breakdown in collective working.

Taken together, these works raise questions as to a 'darker' side of job crafting and suggest a potential complexity as to the nature of job crafting that literature to date has yet to explore.

2.8 A further consideration: The temporal aspect of job crafting

Reviewing the job crafting literature, there were different perspectives on the frequency of job crafting. On the one hand, researchers such as Petrou, Demerouti, Peeters, Schaufeli and Hetland, (2012) found job crafting as a daily occurrence, while on the other hand Lyons' (2008) study revealed job crafting on a far less frequent basis with some participants recounting no instances in the previous 12 months. The temporal consideration was also an important aspect in the present study, as it informed the research design and methods. I therefore, reviewed the literature regarding the temporal aspect, to seek theoretical explanation as to these differences and locate the present study.

Zaheer, Albert and Zaheer (1999) call for greater attention to time intervals in theoretical development. Time intervals hold two basic properties: they separate a continuum of time into units; and, they have either a subjective, that is relative and socially constructed, or an objective or absolute nature (Ancona & Chong, 1996). Fried et al. (2007) propose that employees' current career stage and the instrumentality they perceive their job to hold for their future career, interact with an objective (or absolute) perspective of time. However, employees' expected (future) career progression interacts with their subjective (or relative) perspective of time. The authors propose employees are more likely to craft an enriched job when their career stage, the instrumentality of their current job, and their expected career progression interact with growth need.

I theorised further on this proposition drawing on Zaheer et al.'s (1999) notions of 'existence time' and 'validity time'. Existence time refers to the time-periods in which the concept occurs: for example, daily, weekly or annually. Validity time refers to the time between the act (e.g., job crafting) and the focal outcome (e.g., engagement, performance, work meaning etc.). Validity time is therefore, the time over which the concept holds. Taking these two proposals together, objective and subjective time interact with job crafting according to the outcome of interest. For example, Petrou et al. (2012) found

daily job crafting was related to daily outcomes; Tims, Bakker and Derks (2014a) examined the relationship between daily job crafting, self-efficacy and work enjoyment. In contrast, Sturges (2012) examined how young professionals crafted their jobs to achieve work-life balance: the outcome of job crafting was experienced at a longer subjective time interval than the act itself. Similarly, Berg, Grant and Johnson (2010) examined how individuals crafted their jobs when their unanswered callings were not formally experienced in their work role. A longer subjective time interval between the act of crafting and the outcomes of interest, such as when examining crafting a 'calling', present methodological challenges in order to accommodate the existence interval.

With respect to the present study, the outcomes of interest are the intra-and inter-personal processes of crafting across organisational boundaries. I reasoned that typical organisational entrainment cycles (Ancona & Chong, 1996), such as performance reporting and meetings, or other interactional touch points between corresponding boundary spanners are likely to occur perhaps monthly or quarterly. Furthermore, the role of job crafting in collective inter-organisational working is likely to unfurl over a longer time frame comprising successive interactions. To capture job crafting data therefore, required longitudinal approach spanning months, rather than days or weeks. This informed the longitudinal design of 2-month intervals, as detailed in the following chapter.

2.9 Conclusion

The guiding conceptual framework and temporal considerations provided a reference when developing the research strategy and methods for the present study. In this chapter, I have outlined the literature review and how this informed the development of the guiding conceptual framework, which was based around gaps in current knowledge and the study research question, aim and objectives. The framework is necessarily broad, as no studies to date have examined job crafting undertaken by boundary spanners in the inter-

organisational work domain. Furthermore, the present study is focussed on job crafting as it unfolds, so is based around the model of job crafting.

The epistemological foundation of critical realism is that of explanation gained through an examination of the stratified nature of reality. Therefore, the choice of research design and methods aims to uncover the underlying work and social structures that give way to boundary spanners' job crafting. A detailed discussion of the research philosophy and explanation of the design and methods are provided in the following chapter.

CHAPTER 3 RESEARCH STRATEGY AND METHODS

3.1 Introduction

In the preceding chapter, I described how I developed the guiding conceptual framework for this study, drawing upon a literature review of both job crafting and boundary spanning. I also highlighted some of the empirical challenges in studying job crafting and set out the nomological treatment applied in the present study.

In this chapter, I describe the research strategy, design and methods, given the exploratory nature of this study, which is to examine the role of boundary spanners' job crafting in respect of inter-organisational collective working.

The chapter is organised as follows. In section 3.2, I set out the research strategy, which was guided by the philosophical position of critical realism. I explain how this ontology guided the research design, and how the quality criteria were incorporated into the research design and methods. Section 3.3, details the research design, which comprises a multiple case study applying longitudinal in-depth interview methods. The methods for case selection and case recruitment are detailed, along with a summary of the cases, demographics and industries.

Section 3.4 details the fieldwork: data collection methods, generation of the interview protocol, the questioning approach and refinement of the methods through a preliminary study. In section 3.5, I conclude this chapter.

3.2 Research Strategy

3.2.1 Philosophical perspective of critical realism

In this section, I detail my philosophical position of critical realist, and how this differs from positivism and interpretivism. I explain the principles of deep explanation, stratification and the pluralistic epistemological approach of critical realism. I then explain how this position informs decisions as to

research design and methods, principles of inference and analytical approaches.

The scientific researcher's belief system comprises philosophical assumptions as to the nature of the world, or reality (ontology), in turn informing beliefs about what knowledge may be acquired (epistemology). Along with the nature of the phenomena under study, the researcher's ontological position underpins the scientific approach taken. As Furlong and Marsh (2010) note, the researcher's ontological and epistemological orientation cannot be changed at will: it is ever-present from defining the problem, elaborating the research questions, to design, methods, theoretical and conceptual treatment.

My ontological viewpoint is that of critical realist (Bhaskar, 2013). My perspective is derived from my experience of organisations as open systems (Katz & Khan, 1978), whereby structures and agents are inextricably linked; in other words, reality is stratified. As such, explanation of why observable data occurs can only really be gleaned through examination of what may occur under the surface.

Critical realism is founded upon the belief that there is an ontological gap between what really happens and what we experience. In this gap, reality comprises the structures and mechanisms, rather than the observable. Structures are composed of objects that are internally linked, in that their nature depends on their relationships with other parts of the structure. Through the powers held within these structures, generative mechanisms are activated or otherwise, to produce observable events. In organisational behaviour terms, this translates into the belief that there is usually something 'going on' under the surface that drives behaviour. Critical realism both acknowledges this fallibility in knowledge and seeks deep explanation of what goes on beneath the surface of what can be empirically found. To seek explanation of behaviour within organisations therefore, one must examine the nature of the relationships between structures and agents – the underlying mechanisms.

Critical realism: Ontology, the nature of reality

Ontology concerns the researcher's view of the nature of the world, or reality and therefore, what can be known about it. Essentially, there are two opposing ontological positions, which represent philosophical orientations in social science. On the one hand, that there exists an objective reality independent of our knowledge of it, while on the other hand reality is subjectively constructed and therefore cannot exist independently of the meaning attributed to it. These two ontological positions are fundamentally different in their views of the nature of reality and therefore the ways in which knowledge may be acquired about it (epistemology).

Within the critical realist ontology, both an objective world exists that is independent of perceptions, *and* perceptions and experiences are influenced by subjective interpretations. This dual recognition distinguishes critical realism from objectivist or positivist, and subjectivist or interpretivist ontologies, which by virtue of the differing underlying assumptions of the nature of the world, are either one or the other. Furthermore, what fundamentally distinguishes critical realism from other paradigms is that this ontological belief holds primacy over how knowledge may be acquired - epistemology. As such, the methods selected in critical realism must fit the aim of explanation, not solely description, nor solely prediction.

Critical Realism: Explanation as an aim

The notion of explanation in critical realism is based on the belief that thick understanding derives from acknowledging that organisations are open systems. As such explanation is stratified: critical realists in the social sciences examine observable concrete events, but seek explanation through deeper underlying relational structures - defined as '*a set of internally related objects*', (Danermark, Ekstrom & Jakobsen, 2001), and the allied generative mechanisms. As such, critical realists view entities as being both relational and holding causal powers, such that when two entities interact, their causal powers (activated by non-observable mechanisms) generate further entities with

causal powers. Arising from these powers are observable events. This transformational, emergent and process quality of reality is the central principle of 'thick' explanation within the critical realist ontology.

Methodologically, critical realists uncover external concrete events – that which can be observed, but the underlying internal structures and generative mechanisms are those that are of primary interest, since these exist in what critical realists term the real domain. Insight into this real domain provides a stronger basis for knowledge building than observation-based studies alone (Tsang & Kwan, 1999).

Comparison of critical realism with positivism and interpretivism

Compared to the agency and structure approach of critical realism, the positivist ontology places primacy of knowledge on observable events via rational individual agents. In positivism, truth is established through hypothesis testing in order to generate predictions, which in turn are considered to hold some generalizable explanatory power. In contrast, critical realism seeks explanation through understanding of the underlying causal mechanisms that may lead to observable events. These mechanisms in turn holds causal tendencies. From the critical realist perspective, the non-relativist and wholly agentic approach to generating predictions provided by positivism provides thin explanation. Subsequently, positivism is less helpful in providing answers to important questions, such as why, how, when or what: explanation by way of prediction is incomplete.

The subjective ontologies such as social constructionism, interpretivism and deconstructionism are highly relativist, meaning there is no absolute truth; perception and value are dependent upon those holding them. These ontologies view reality as entirely socially constructed. Explanation is sought through the social construction of the entity, as reflected in discourse. So, for subjectivists explanation derives from how reality is socially constructed. Subjectivist ontologies are neither agentic nor structural; causality is generally rejected as an aim. This contrasts with both critical realism, which seeks

explanation through causal mechanisms and structures that give rise to events, and positivism, which seeks to determine causation through predicting observable events.

However, although ontologically 'closer' to objectivism in the belief of an objective reality, methodologically critical realism rejects any purely non-relativist aspects of positivism. So, unlike positivism, where actors' interpretations are left outside of scientific study, critical realism posits that these interpretations must be included in the pursuit of explanation (Sayer, 2000). This potential contradiction: between a socially constructed world and one posited in critical realism to exist independent of our knowledge is levelled by Sayer (2004). Sayer distinguishes between construals, which are mental interpretations of the world made by actors, and construction, which is materially produced (e.g., working practices, social relations and so on). Construal contingently informs material construction, but once constructed the material becomes largely independent from both the original constructors and future actors. In this way, both the subjective world interpreted by actors and the objective material world that is created through this are harmonious in critical realism and represent a form of stratification. Meanings in this sense not only describe social phenomena, but also influence their nature internally. Critical realists such as Sayer (2004) argue that, critically viewed in this way, social construction as an entity exists independently of our knowledge of it and therefore is coherent within critical realist ontology. The methodological process through which both construal and construction are reconciled in critical realism is referred to as a double-hermeneutic. That is, in order to seek explanation of underlying internal structures and generative mechanisms, the critical realist social scientist interprets others' interpretations.

Critical realism: Aetology, the nature of causality

As I have described earlier in this section, through ontology that encompasses both the objective and subjective, critical realists aim to unearth thick explanation. Fundamental to this is critical realism's position on causality, or

aetiology, which differs from both purely objectivist and subjectivist positions. Critical realists reject both a notion of causality as akin to the natural sciences, as in objectivism, and causality as outside the realm of social sciences, as in subjectivism. The focus of causality in critical realism is about explaining how objects work, or might work - or rather how they may or may not be activated; this can only be answered through understanding of the underlying structures and mechanisms that underpin what is observable. In critical realism, causality is about what mechanisms may lead to empirical data, or what needs to be present, in order for empirical observation to have come about. Unlike positivism, where cause and effect are predictive, in critical realism causality is more akin to tendency, i.e. the underlying structures and mechanisms hold a tendency to generate the empirically observed data.

Critical realism: Research design implications

As described earlier in this section, critical realism is fundamentally ontology driven. Ontologically, critical realism encompasses both the objective - that there is a reality separate from our knowledge of it, and the subjective - that the nature of reality is in part shaped by interpretation. Compared to other ontologies that are methodologically driven by either quantitative or qualitative methods, critical realism seeks explanation through whichever methods generate deep understanding of the underlying structures and mechanisms. Notwithstanding, methods should align with the ontological principles of an objective reality and subjective intentions. Sayer (2002) notes that the meaning actors attribute to their actions or intentions is not only descriptive, but also constitutive. In other words, meaning needs to be understood because it holds explanatory power. Therefore, methods should be capable of extracting and understanding meanings attributed to behaviour or intention by social actors - in the case of the present study, boundary spanners and their job crafting.

Given the requirement of deep explanation, the case study research design is highly suited to a critical realist approach, because it acknowledges the open

systems nature of organisations (e.g., Smets, Morris & Greenwood, 2012).

Furthermore, as meanings need to be understood, they must be related to the context or situation (i.e. the organisational, situational and inter-personal) in which they are generated. In contrast, research designs that exclude context or situation effectively treat organisational phenomena as functioning within closed systems, so run the risk of thin explanation.

Critical realism: Analytical approaches

As previously described, the aim of critical realism is to seek explanation of the structures and underlying mechanisms that underpin what can be observed.

While the observable can be extracted from the data, and the meaning attributed by social actors can also be extracted, a creative leap is required to move from this observable data to the underlying mechanisms and structures.

As Harre (1970) notes '*scientific explanation consists of finding or imagining plausible generative mechanisms for the patterns amongst events*' (:125). To this end, the present study utilises two inter-related analytical approaches - analytical resolution and conceptual abstraction, and two means of reasoning - abduction and retroduction.

(1) **Analytical resolution** (Danermark et al., 2001) is an inductive approach that involves categorisation and thematic arranging of data into an explanatory framework. Inherent in this process is the identification of both anomalies and patterns of behaviour across the case studies, as this indicates potential underlying structures and causal mechanisms. The double hermeneutic, whereby social actors' meanings are interpreted by the researcher is an inherent part of this process in exploratory studies, such as the present one, that are focussed on individual behaviour.

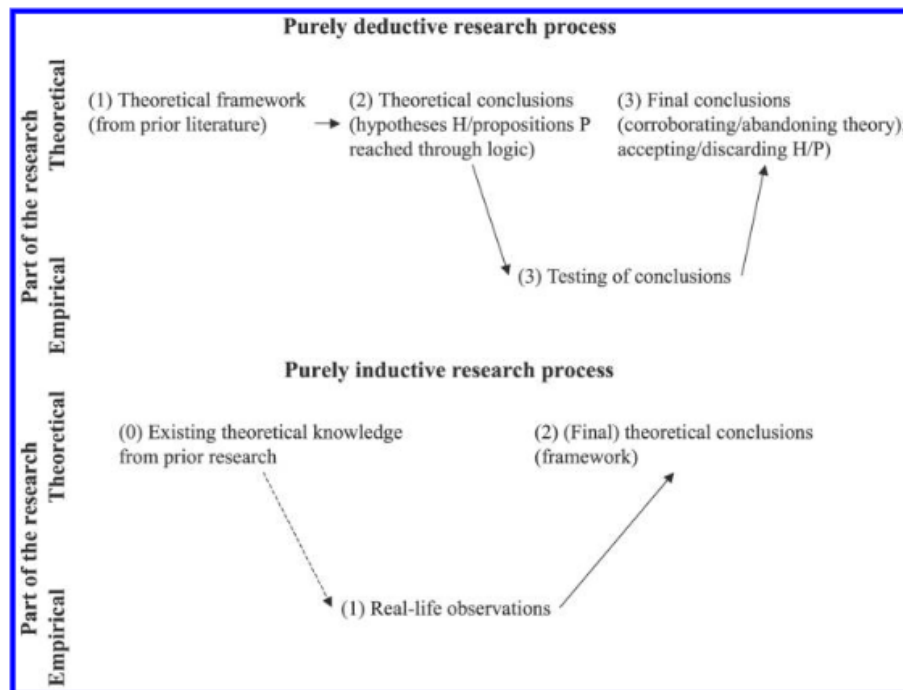
(2) A foundation of critical realist ontology is the stratified nature of organisations. This requires an understanding, or explanation of the relational structures that give powers to causal mechanisms that hold causal tendencies. The procedure of **conceptual abstraction** is directed at uncovering the underlying nature or characteristic of an object; it involves isolating those

objects that serve a specific purpose in generating effects. This may involve questions as presented by Sayer (2004), such as: '*what does the existence of this object pre-suppose?*' (:16) '*Could one object exist without the other?*' and '*What is it about the object that enables it to do certain things?*' (:16).

Inference and reasoning. Across both analytical resolution and conceptual abstraction are two inter-related modes of inference: abduction and retroduction (Peirce, 2009). **Abduction** involves the consideration of alternative explanations through relating what is observable with other observations, other explanations. This reasoning requires knowledge of established alternate theories and explanations for comparison. The aim is to critically examine plausible explanations, in order to discover the new or interesting and provide deeper explanation of the phenomenon of interest (Locke, Golden-Biddle & Feldman, 2008). This approach contrasts with purely deductive approaches which simply put, follow from theory to facts; hypothetical-deduction, which is focussed on testing specific hypothesis generated from theory, and purely inductive approaches which move from facts to generating theory. In comparison, abduction starts from an interpretation describing general patterns and then explores a number of plausible theoretical explanations. In this sense, abduction is more conjectural than induction and deduction, because it seeks a situational fit between observation and explanation.

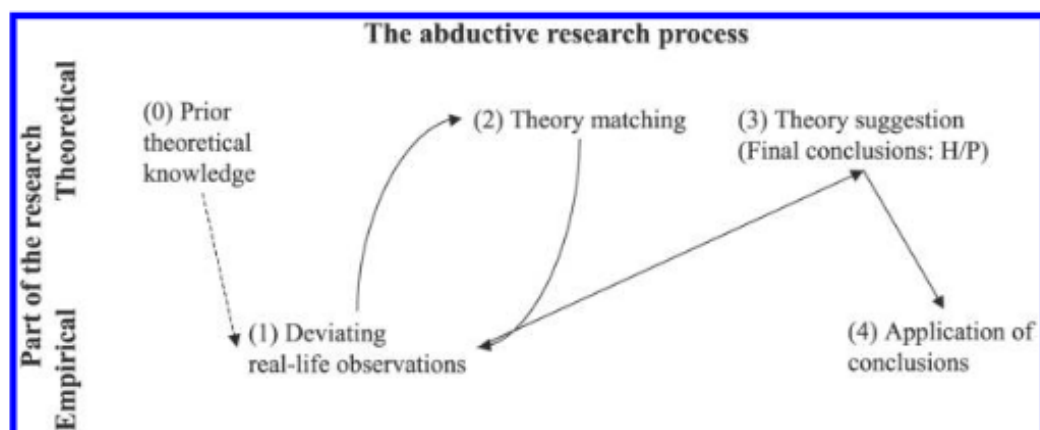
These differing approaches are illustrated in figures 3.1 and 3.2, which are taken from Kovacs & Spens (2005)

Figure 3.1: Approaches taken in purely deductive and purely inductive research processes, from Kovacs and Spens (2005)



Note: H refers to hypotheses, P to propositions

Figure 3.2: Approaches taken in the abductive research processes, from Kovacs and Spens (2005)



Note: H refers to hypotheses, P to propositions

Abduction in practical terms means that doubt – through anomaly, engenders inquiry. Doubt arises in the form of observations that are not as expected, or that highlight patterns of behaviour that suggest underlying mechanisms and

structures not yet explained. As Locke et al. (2008) note, *'doubt engenders the potential of theorizing creatively by motivating abduction's search for possible explanations to experienced anomaly'* (:908).

A second inter-related mode of inference, which is often bracketed with abduction, is **retroduction**. Danermark et al. (2001) specify that retroduction is distinct from abduction as it comprises distinct processes of inference directed at the underlying conditions. In other words, retroductive inference is the procedure to arrive at the underlying structures and mechanisms that cannot be directly observed. Unlike deduction, induction and abduction, retroduction does not follow formal logic. In practical terms, retroduction requires a fine detailed examination of what may have needed to be in place, in order for the observable to be possible.

Table 3.1 provides a very brief overview of differing modes of inference. Note that induction described here is as a form of logic, in contrast to induction as a research procedure.

Table 3.1: A description of four modes of inference (from Danermark et al., 2001)

Deduction	Induction	Abduction	Retroduction
<i>Fundamental structure / thought operation</i>			
To derive logically valid conclusions from given premises. To derive knowledge of individual phenomena from universal laws	From a number of observations to draw universally valid conclusions about a whole population. To see similarities in a number of observations and draw the conclusion that these similarities also apply to non-studied cases. From observed co-variants to draw conclusions about law-like relations.	To interpret and re-contextualise individual phenomena within a conceptual framework or a set of ideas. To be able to understand something in a new way by observing and interpreting this something in a new conceptual framework.	From a description and analysis of concrete phenomena to re-construct the basic condition for these phenomena to be what they are. By way of thought operations and counterfactual thinking to argue towards transfactual conditions.
<i>The central issue</i>			
What are the logical conclusions of the premises?	What is the element common for a number of observed entities and is it true also of a larger population?	What meaning is given to something interpreted within a particular conceptual framework?	What qualities must exist for something to be possible

3.2.2 Choice of research strategy

In the preceding section, I explained that the ontological position of critical realism is based on three basic principles. First, that there is a reality independent of our knowledge of it, but that this reality is both objectively and subjectively constructed – as interpretations of perceptions inform material structures. Second, that reality is stratified: on the surface is what we observe empirically, but below this surface are relational structures that can be defined and characterised and hold powers, which are activated by generative mechanisms. Reality in this sense is not what we observe, but how what we observe comes about. The premise is that observations alone do not provide explanation, therefore, analytical procedures are directed at explanation, not prediction, nor description. The third principle is that of the critical position: although knowledge of social reality is not infallible, knowledge can be acquired through critical testing and the creative construction of theories.

From a critical perspective, the research design and methods must therefore be capable of answering the research question, study aim and objectives. How the study design and methods did so is summarised in table 3.2 and described in the sections that follow.

Table 3.2: Study objectives, requirements and design and methods

Study objective	Requirements of design & methods	Selected design & methods
1. Describe job crafting practices undertaken by employees in boundary-spanning roles in differing inter-organisational contexts.	Personal accounts of job crafting by boundary spanners in differing inter-organisational contexts	<ul style="list-style-type: none"> • In-depth interviews • Multiple case study design
2. Determine the similarities in job crafting practices in each context with a view to considering generalisability across inter-organisational contexts	Comparison of personal accounts of job crafting across differing inter-organisational contexts	<ul style="list-style-type: none"> • Cross-case comparison
3. Determine the influence of job crafting practices by boundary-spanners on themselves and on others' job crafting practices by examining relationships between job crafting practices and decisions in respect of collective working	Tracking of job crafting endeavours over time, triangulation of accounts of job crafting to establish how job crafting informs self and others with respect to collective working	<ul style="list-style-type: none"> • Longitudinal data collection • Triangulation of accounts • Participants work together
4. Explore the temporal aspects of job crafting: specifically in respect of exploring chains of events and activities.	Sequencing of events and activities	<ul style="list-style-type: none"> • Data displays ordered around ongoing activities and events • Analysis of alterations through job crafting, over time
5. Examine the 'how', 'why', 'what' and 'when' of job crafting with a view to contributing to conceptual and theoretical development	Comparison with job crafting conceptualisations	<ul style="list-style-type: none"> • Explanation of observed job crafting (applying abductive and retroductive reasoning)

There were three considerations in choosing the research design and methods in the present study within this ontology.

First, adopting a critical perspective, I argue that current knowledge of job crafting is fragmented and provides little explanation (see section 2.6). Similarly, given job crafting is important in the way work is actually carried out, and boundary spanners hold key positions in inter-organisational functioning, the two have not yet been studied together. To address these gaps requires an exploratory study, given the latitude afforded boundary spanners in shaping their jobs, which suggests few formal inter-organisational structures. Furthermore, as job crafting behaviour is agentic and purposeful, meaning attributed by boundary spanners to behaviours is important; thus methods are required that may unearth these nuances.

Second, boundary spanners function in many different inter-organisational contexts. The critical realist position of seeking explanation through structures and underlying mechanisms required a study that encompasses differing contexts. Only through examining patterns of data across cases can insight be gained into the real structures and generative mechanisms.

Third, from prior studies, we know that job crafting is a means through which individuals personalise their jobs (see section 2.2) and that this holds a dynamic quality. Additionally, according to critical realist ontology, interpretations of perceptions hold material power. Wrzesniewski and Dutton's (2001) conceptualisation of job crafting is in itself an example of this since perceived opportunity to craft informs behaviours that in turn alter work and social structures. Furthermore, job crafting is similar to other concepts, such as role revision (see section 2.4.1), so from a critical perspective data gathering must enable the researcher to distinguish that what is observed is job crafting and not similar concepts.

Given these considerations, qualitative data gathering methods, specifically in-depth semi-structured interviews are most appropriate to provide insight into these personal aspects of job crafting, enable understanding of the meaning

that individuals interpret and act upon and enable what Maxwell (1992) terms experience near data. Furthermore, the research design and methods follow as multiple case studies, with longitudinal data collection methods. Case study design and longitudinal qualitative data gathering methods may generate explanatory knowledge around structure, causal capabilities and contingent interaction that would be problematic to generate through other research designs or methods. The study design and methods are described in detail in section 3.3.

Quality criteria applied in developing the research strategy.

As described in section 3.2.1, critical realist research is directed at explanation. Guided by the belief as to the stratified nature of reality, analytical procedures and inference are required to move from what is observable, to underlying structures and generative mechanisms. This intensive procedure requires a structured research strategy to ensure the study remains ontologically centred. One approach to ensure this is to identify quality criteria. Quality criteria provide a point of reference when developing the research strategy, and a checklist as the study progresses.

I drew upon Healy and Perry (2000), who propose six quality criteria for research applying qualitative methods, specifically within the critical realism paradigm. Table 3.3 summarises these criteria. Column 1 provides the quality criteria from Healy and Perry. I summarise how the quality criteria were achieved in column 2, and I note the relevant section within this thesis in column 3.

Table 3.3: Quality criteria applied to the research (based upon Healy & Perry, 2000)

Quality Criteria	Addressed through research strategy, design and methods	Detailed in section:
1 Ontological appropriateness: research problem deals with complex social science phenomena including reflective people.	The research aims to understand contextual dynamics inform the processes through which boundary-spanners craft their jobs, and how this relates to others shaping their work in the inter-organisational work domain. These aims are directed at 'how' 'why' as well as 'what'.	1.1 Problem statement and rationale for selecting this topic 1.2 Formulation of the aim, research question and objectives
2 Contingent validity: generative mechanisms rather than cause-and-effect.	<ul style="list-style-type: none"> - Multiple case study design - Replication of questions across cases and across longitudinal data gathering. - Interview questioning focus on 'why' and 'how'; - Data gathering around proximal context with respect to job crafting endeavours. 	3.3.1 Overview of research design and methods 3.4.1 Interviewing the participants 3.4.2 Interview approach and questioning
3 Epistemology: multiple perceptions, value-aware rather than value-laden or value-free	<ul style="list-style-type: none"> - Multiple repeat interviews - Open interviewing with probing and prompts. - Inter-rater interpretive exercise during preliminary data extraction - Theoretical validity through sense-check to nomological network and boundary-conditions of job crafting - Evidential base generated through 'experience near' excerpts - Self reflection throughout data gathering 	3.2.2 Choice of research strategy 3.4.1 Interviewing the participants 3.4.2 Interview approach and questioning 3.4.5 Preliminary study: Refining the research methods

Table 3.3: Quality criteria applied to the research (continued)

Quality Criteria	Addressed through research strategy, design and methods	Detailed in section:
4 Methodological trustworthiness: auditability of research	<ul style="list-style-type: none"> - Detailed explanation of methods and procedures such as case selection, interviewing, data extraction, display and analysis. - Supporting documentation such as matrices, excerpt summaries and notes 	3.2.1 Philosophical perspective; 3.3.2 Selection and recruitment of cases; 3.4.1 Interviewing the participants; 3.4.2 interview approach and questioning; 3.5 Analytical strategy and procedures; 6.3-6.6 dark finding excerpts; 7.3-7.5 Movement findings; 8.3-8.5 Degeneration and thwarting findings; tables 4.1 to 4.7, which present the findings by case study
5 Analytic generalisation: theory building rather than theory-testing	<ul style="list-style-type: none"> · Conceptual framework derived from literature review informs interview protocol and data generation. · Moving between conceptual/theoretical world and the data to identify surprising findings 	2.6-2.8 Assembling the guiding conceptual framework 6.8 Dark finding conceptual abstraction; 7.7 Movement finding conceptual abstraction; 8.7 Degeneration and thwarting finding conceptual abstraction
6 Construct validity	<ul style="list-style-type: none"> - Application of prior theory of job crafting - Clear specification of nomological network and boundary conditions applied in conceptualisation of job crafting 	2.3 – 2.6 literature review of job crafting 2.6.10 The boundary conditions for job crafting applied in the present study

3.3 Research design and methods

3.3.1 Overview of design and methods

Multiple case study design. This study examines inter-organisational boundary-spanners' job crafting. The research question, aim and objectives lend themselves to a multiple case study design (Eisenhardt & Graebner, 2007), because they concern questions of 'how', 'what', 'why' and 'when'. The case study approach enables examination of the phenomenon of interest in real-life situations, in turn unearthing a nuanced view of reality and generating meaningful understanding. This method is especially appropriate when the research is explanatory or descriptive, as in the present study. Furthermore, multiple cases enable comparison of what is observable across differing contexts. Patterns across context may indicate structures and generative mechanisms that underpin what is observable. This in turn strengthens explanation.

Boundary spanning occurs in a variety of inter-organisational contexts, therefore, a multiple case approach enables comparison of findings with those in contrasting cases, to identify both patterns and themes that are relevant across cases, and those that appear to be context specific. The multiple case approach will also provide insights into relations between differing inter-organisational contexts and boundary-spanners' job crafting. Flyvbjerg compellingly argues for the case method, which '*can 'close in' on real- life situations and test views directly in relation to phenomena as they unfold in practice*' (2006, :19).

Longitudinal in-depth interview data collection. As explained in section 3.2.1, the ontological position is critical realism: whereby an objective reality exists that is independent of our knowledge of it *and* perceptions and experiences are influenced by subjective interpretations. This dual recognition is what distinguishes critical realism from objectivist and subjectivist ontologies, which are either one or the other. In section 3.2.1, I level the apparent contradiction of the *both* approach in critical realism by drawing

upon Sayer (2004). Sayer argues that subjective interpretations attributed to actions and intentions by social actors (in this study, boundary spanners) contingently inform material construction. Viewed critically in this way, social construction as an entity, exists independently of our knowledge of it; both the subjective world interpreted by actors and the objective material world that is created through this are harmonious in critical realism and represent a form of stratification.

Interpretation of perceptions, actions, intentions and the material are crucial in the present study because the concept of job crafting is perceptual, behavioural, dynamic and structural. As such, data collection required both an in-depth understanding of boundary spanners' job crafting and how this unfolded over time. Thus, there were two methodological implications. First, the dynamism between interpretation and action necessitated longitudinal data collection. Second, unearthing perceptions and meanings attributed to behaviour required in-depth semi-structured interviews. Semi-structured interviews were selected for two reasons. First, in comparison, structured interviews are inferior in an exploratory study, as this method leaves no room for exploration of participants' meanings and perceptions, nor how these informed behaviour. Similarly, the concept of job crafting is inherently personal, motives are not necessarily clear from behaviour and job crafting is often undertaken informally – that is without supervisory knowledge. Second, some structure in the interviews was necessary, as there are sufficient prior studies of job crafting. On the one hand, I realised that to capture quality data required a sensitive interviewing approach directed at building rapport, while being 'value-aware', on the other hand, that data collection should be coherent with the guiding conceptual framework, as described in sections 2.6 to 2.8.

3.3.2 Selection and recruitment of case studies

I selected cases that were likely to unearth the phenomenon of interest: job crafting by boundary-spanners. I applied three selection criteria for recruiting participants. First, the participants' jobs had to involve working across the organisational boundary. Ancona and Caldwell (1992) found that the ways that

workers undertook internal team processes were an important facet of boundary spanning. Given the lack of knowledge as to the ways in which job crafting affects others in the workplace, the second selection criteria was to identify participants who work together. This would enable data collection of multiple viewpoints and triangulation of accounts. Finally, ambitiously, I attempted to recruit corresponding boundary-spanners, across the inter-organisational boundary, with limited success. The rationale for this selection was to attempt to triangulate accounts from differing organisational perspectives and probe into the ways in which job crafting undertaken by one boundary spanner informs decisions made by another.

The focal framing for each case was the individual boundary-spanner and the ways they shape their job, comprising 'what', 'why', 'when' and 'how'. Given job crafting relates to the individual, the design of work and the social environment of work, I applied a broad framing principle in order to uncover the dynamics and processes around boundary-spanners' job crafting. I therefore, also framed the organisational and inter-organisational contexts, only in so much as these had a bearing on the boundary-spanners' job crafting.

A case comprises the phenomenon of interest occurring within a single setting, or bounded context (e.g., Miles & Huberman, 1994; Gerring, 2004). In this case, the phenomenon of interest is job crafting, a highly personalised way of shaping one's work. Understanding job crafting in inter-organisational contexts requires an examination of the individuals who undertake it: participant and phenomenon are inherently linked. Therefore, each case study comprised a set of individual participants who are connected, because they share some aspects of the intra- and inter-organisational context. Since this research aims to understand the dynamics and processes, context, in so far as it bears upon boundary spanners' job crafting – that is the perceived context, is an important component of each case study.

The cases were recruited from personal connections and those of colleagues. Selection of cases was based upon those where the phenomenon of interest -

job crafting undertaken by boundary-spanners, was present and transparent (Eisenhardt, 1989). The boundary spanning roles of interest were those that were not highly formalised or characterised by task-inter-relatedness. There were two further criteria for selection.

1. Each case study comprised two participants or more, who work together and whose jobs present the opportunity for working across the boundary with those in other organisations. The rationale for these criteria was to enable triangulation of accounts that add richness to understanding of how job crafting alters the social and work environments.
2. Each case study comprised as far as possible a differing inter-organisational context and differing industry. The rationale was to enable comparison between differing contextualised explanations, in order to examine findings and underlying mechanisms that appear case specific and those that present generalisability across contexts.

I utilised my own and colleagues' contacts to recruit cases, and then attempted to recruit corresponding boundary-spanners through a snowball approach. The initial plan was to recruit 3 case studies, comprising around 8 participants each. I reasoned that three case studies would be a minimum to enable cross-case comparison, and supposed from early enquiries that we may expect 8 participants within each case to provide sufficiently differing job crafting accounts. However, it became apparent that the case studies recruited could not provide 8 participants each, I decided to follow a recruitment strategy that achieved a breadth of participants, regardless of the number of case studies. I prioritised the rich job crafting data provided through differing accounts was of more value to the research aims, objectives and question than a smaller sample within the original number of case studies.

The final sample comprised 23 participants across 4 full case studies, and 6 individual cases. The 4 case studies – Insure Co, Energy Co, Medic Co and Air Co, each comprised between 2 and 8 participants. During recruitment, six individual boundary-spanners agreed to take part and snowball others in their

work area to take part. However, these attempts were not successful. Having found willing participants, I decided to include these 6 individuals in the study as cases in their own right. A limitation of this approach was that I was not able to triangulate accounts with others in the work area or build a contextual picture through multiple accounts for these six participants. However, I was able to triangulate these individuals' accounts through the longitudinal design of repeated interviews.

Participants were informed of anonymity and confidentiality, in accordance with the ethical conditions for the present study, as agreed through the University ethical approval procedure. Each participant received a study briefing note and an informed consent form, which they duly signed and retained a personal copy. The consent form set out that participants were free to withdraw participation at any point. The informed consent form and briefing note are in the Data Collection Protocol, in Appendix C.

3.3.3 Bounding the case studies

Bounding the case involves establishing the central focus of what is included in the study and what excluded. Given the focal concept of job crafting, I adopted a person centric approach to establishing the case boundary.

The focus of this study is boundary-spanner's job crafting, so each case was centred upon the individuals and their work. Since Ancona and Caldwell (1992) found that both internally focussed and externally directed cross-boundary activities are important aspects of boundary spanning, both were included. As job crafting can occur individually and collectively, the role of others was included in the boundary in so far as they had a bearing on boundary-spanners' job crafting

The aim of this research is to understand the dynamics and processes around boundary spanners' job crafting, therefore, the internal organisational context may have a bearing upon boundary-spanners' job crafting. To reflect this, I expanded the case boundary to incorporate organisational processes, structures and procedures, in so far as they had a bearing on boundary-

spanners' job crafting. Boundary spanning takes individuals into an inter-organisational domain, so this was included. Since job crafting is highly individual and personalised, 'intra-personal' aspects such as motives, meaning and identity were also included within the case boundary.

In practice, questioning addressed the case boundary by focussing on the ways the boundary spanner shaped their job (the 'what' and 'who'), while probing questions of 'when', 'why' and 'how' addressed organisational context and intra- and inter-personal aspects.

The research adopts a longitudinal approach in order to understand the dynamics and processes that inform boundary spanners' job crafting. In this sense, the approach aimed to uncover the temporal embedded-ness of events, activities and job crafting undertakings. From a critical realist perspective, this approach may also unearth underlying mechanisms, as these may be activated to produce observable events in some instances, but not in other instances.

The temporal boundary comprised four interviews undertaken at approximately two to four month intervals. This timescale was chosen for two reasons: first, from early discussions with potential participants it was apparent that boundary spanning may be undertaken infrequently, and second, in order to capture the changes to work design, social environment of work, work identity and work meaning as described by Wrzesniewski & Dutton (2001). Questioning focussed on how cases shaped their job in the near past. However, if participants referred back to historic events in so far as this informed their current job crafting undertakings, this data were included in the study.

3.3.4 Case studies and participants

The study comprised four case studies and six individual boundary-spanners.

Case studies

1. Insure Co

Insure Co is an established (18 years) small (5 employees) strategic business unit, based in the East of England operating within a US owned multinational in the insurance sector. Insure Co provides services to organisations by tracking down insurance liabilities for historical claims. There were three participants: **Keith**, who also leads Insure Co and **Greg** who are insurance professionals working for Insure Co and **Carl** who is an insurance professional working for Parent Co. Keith, Greg and Carl's boundary spanning consisted of developing new business propositions with others within Parent Co and outside, liaising with insurers and legal professionals, and gaining new business.

2. Energy Co

Energy Co is a privately owned, small (8 employees) investment and operations company in the energy sector, based in London and established in 2013. There were six participants: **Judy** is an investment expert who assisted the founders Ashley and Simon in setting the company up. **Ashley** is a co-founder with main responsibility for investor relations, **Simon** is a co-founder with main responsibility for buying new assets (energy plants), **Cathy** assists Simon in sourcing new assets, **Ian** is the financial director and **Bruce** is the operations director with responsibility for managing contractors who run energy plants. Boundary spanning involves liaison with investors, public bodies, and operational contractors.

3. Medic Co

Medic Co is a general medical practice, owned by the general practitioners as a partnership in the East of England. The practice comprises three surgeries, and over sixty staff, in the healthcare sector. The participants were **John** who is the Practice lead and a general practitioner, **Lorna** and **Elizabeth**, who are general practitioners and **Barbara**, who is the Practice manager. Boundary spanning involves liaison with a range of NHS stakeholders, including clinical commissioning groups, NHS England and local task forces; researchers and higher education bodies.

4. Air Co

Air Co is an established charity that provides emergency airborne transportation to support emergency health needs in the East of England. The participants were **Siobhan**, a human resources director, **Sam**, who is Siobhan's second in command, **Karen**, who is responsible for operations and dealing with external service providers such as vehicle fleet and equipment and **Julia**, a retiree who volunteers to assist with administration and undertake fundraising. Boundary spanning includes working with volunteer fund-raisers, local hospitals, pilots and external service providers.

Individual boundary spanners

1. Marcus – an assurance advisor employed by Military Co, ensuring military equipment in the defence sector is fit for purpose. Boundary spanning involves working with manufacturers and deployment personnel to ensure standards are met.

2. Steve – a business owner of a small (2 employees and 10 associates) company, Edu Co. who provide career services in the education sector. Boundary spanning involves working with organisations, local authorities and education providers.

3. Patrick – a faculty head in vocational further education, working for Train Co. Boundary spanning involves working with potential partner organisations in the construction sector.

4. Diane – a property development professional in the protected housing sector, employed by House Co. Boundary spanning involves working with developers, local authorities and local communities

5. Jo – a small business owner in the construction sector, providing surveying services. Allied to running Survey Co, Jo boundary spans by working on a range of boards aimed at building skills, and collaborative endeavours with developers, local authorities, trades bodies and enterprise bodies

6. Alex – a business development executive in the property development sector, working for Estate Co. Boundary spanning involves developing and implementing joint ventures with mainly local authorities.

Demographics

Of the 23 participants, 2 were in their twenties, 3 in their thirties, 14 in their forties, 3 in their fifties, 1 each in their sixties and eighties. Most of the participants were in so-called high rank jobs (Berg, Wrzesniewski & Dutton, 2010), with 11 in senior management and 9 in middle management. Eleven participants were male and 12 were female. One participant was approaching retirement, and 1 had returned to work following retirement.

Organisational sector and size

The boundary spanners represent a range of across inter-organisational contexts, including joint ventures, networks, strategic alliances and regulatory. Case studies were drawn from healthcare, green energy, insurance, education, engineering and property and construction sectors. All case studies except Military Co (Western England) and Energy Co (London) were based in the Eastern England. Table 3.4 summarises the organisational sector, size and inter-organisational form.

Table 3.4: Summary of organisational sector, size and inter-organisational forms

Case Study / Participants	Industry/ location / public or private	Size (employees)	Inter-organisational industries	Form of inter-organisational working
Insure Co Keith, Greg, Carl (Parent Co)	Insurance East England Private	Small (4)	Insurance, Legal, Industry clients	Strategic alliance with Parent Co Networks Customer / supplier
Energy Co Judy, Ashley, Simon, Ian, Bruce, Cathy	Energy and Investment London Private	Small (8)	Investors Utilities Legal / advisors	Joint ventures Networks
Medic Co John, Elizabeth, Lorna, Barbara	Healthcare East England Public / private	Small (60)	Public health bodies	Networks Strategic alliance with healthcare public bodies
Air Co Siobhan, Karen, Julia, Sam	Healthcare East England Charity	Small (30)	Hospitals, Aeronautical, Volunteer fund-raisers	Networks, joint ventures
Military Co Marcus	Military equipment West England Public	Small (5)	Manufacturers Military	Regulatory provider
Edu Co Steve	Education East England Private	Small (2)	Schools Local authorities	Networks Strategic alliances
Train Co Patrick	Further Education East England Public	Medium (200)	Construction and engineering	Networks Strategic alliances Joint ventures
House Co Diane	Housing development East England Not for profit	Small (50)	Local authorities Construction	Networks Joint ventures
Survey Co Jo	Construction East England Private	Small (1)	Policy Local authorities	Networks
Estate Co Alex	Commercial property East England Private	Medium (500)	Local authorities	Joint ventures Networks

The case narratives and descriptions, which were generated from interview data during the analysis phase of the study, are detailed in chapter 5.

3.4 Fieldwork

3.4.1 Interviewing the participants

Semi-structured interviews were my primary approach to data collection. Boundary spanning took place in several ways that were problematic to observe directly such as by telephone or face to face informally, at time intervals that were difficult to capture or observe, or in situations where access was problematic. Therefore, as observations were problematic, I relied on individual accounts, but triangulated between accounts. I additionally triangulated across accounts through longitudinal data collection of repeat interviews over an approximate 6 to 8-month time-period. This allowed me to track changes at the intra-personal and inter-personal levels and relate these to activities and events as they unfolded. Table 3.5 presents the longitudinal timeframe of fieldwork for each case.

Table 3.5: Longitudinal fieldwork timetable

Data collection activity	Month 1	Month 3	Month 5	Month 7-8
Case study Sponsor opening interview	✓			
Case first interview	✓			
Case interviews 2-4		✓	✓	✓
Sponsor closing interview				✓

I developed semi-structured interview questions cognisant of the conceptual framework, but applied an open questioning technique during the interviews. The research question and study aim have two components: how job crafting relates to individuals' decisions in respect of inter-organisational working, and to gain and understanding of the underpinning dynamics and processes. I applied a reflexive and iterative approach to methods and analysis throughout (Miles, & Huberman, 1994).

Data collection comprised repeat in-depth semi-structured interviews, organisational information and study notes. Organisational information comprised a description of inter-organisational working, organisational strategies or plans, organisation charts, if available. In most cases I was directed to organisational web-site pages for background information. Supplementary background information was obtained via interview. As the boundary spanning mainly took place during meetings or telephone calls, observation data collection methods were unsuitable. Data collection was therefore, primarily through in-depth semi-structured interviews.

3.4.2 Generating the interview protocols

The data collection protocols were generated from the guiding conceptual framework. I drew upon questions utilised in prior studies where possible, or generated my own questions where required. Given the exploratory nature of the research, I was mindful of the need to contain the interview around the central concept of job crafting, so reduced the questioning to a manageable amount. The data collection protocol, interview guide and questions are presented in Appendix C.

The interview guide comprised three sets of questions:

1. Sponsor interview
2. First participant interview
3. Subsequent participant interviews.

The initial participant interview was directed at obtaining an overview of the job, boundary-spanning activities and demographics. Questions probed which activities the boundary-spanner undertook and who they mainly dealt with internally and across the boundary. This information served as a baseline for questioning at subsequent interviews.

3.4.3 Interview approach and questioning

The sponsor interview. Sponsor interviews were conducted at the onset and conclusion of the pilot. The purpose of the sponsor interview was to gather data about the inter-organisational context, boundary-spanning activities and

ostensive aspect of the participants' jobs, from which I could compare participant accounts. Questions probed the nature of inter-organisational working and the latitude boundary spanners had to shape their jobs when boundary spanning.

The first participant interview. The in-depth semi-structured interviews were centred around the conceptual framework which had been developed around Wrzesniewski and Dutton's (2001) model of job crafting. The first interview commenced with an open-ended question asking the participant to describe their work, working background and their personal preferences and approaches to work, for example '*Tell me about your job*'. We know from previous studies that job crafting is often undertaken informally (e.g., Berg, Wrzesniewski & Dutton, 2010), therefore this approach was intended to encourage participants to recount the ways they actually undertook their work, rather than the ostensive aspects of their work.

The questioning was then directed towards the participant's boundary-spanning, such as external connections and externally directed activities, before moving on to questions in respect of job crafting endeavours, which were developed from Berg, Wrzesniewski and Dutton (2010). As I aimed to uncover job crafting, participants were probed on whether their job crafting endeavours were personally discretionary and self-initiated. To this end, my interviewing strategy was to incorporate different questioning approaches in respect of the topic in order to elicit job crafting data (Patton, 2002). Where participants found difficulty in responding to questions in respect of '*shaping*' their job, I applied variations of the questioning, such as '*which aspects of your job do you look forward to*' and '*which aspects mean most to you*' in order to probe those areas of work that might be crafted. I followed a conversational, albeit value-aware interview style in order to establish rapport and elicit rich data.

Questioning followed two focal lines of enquiry: questions from Berg, Wrzesniewski and Dutton's study, (2010), to elicit accounts of attempted and

planned job crafting endeavours. I probed the personal and inter-personal processes underlying job crafting endeavours across the boundary, focussing on work identity, personal work goals, work meaning, as well as beliefs in respect of trust and reciprocity. I framed the interviews by introducing the topic utilising phrasing from Berg, Wrzesniewski and Dutton's (2010) study. This was repeated at the start of every interview.

Subsequent participant interviews. The follow-up interviews focussed on the internally and externally directed activities the participant had undertaken since the last interview and the ways in which they had attempted to shape their job. I prepared by reading through the previous interview transcription and my reflexive diary, noting externally directed activities, prior accounts of job crafting and points that required clarification and follow-up.

While the questions covered the same topics in each successive interview - framed around the ways the case undertook their job, I avoided too rigid a questioning approach. Instead, where cases expressed aspects of their work that held personal importance, I maintained flexibility to explore these aspects, as well as offering prompts about aspects of their work mentioned in previous interviews. I reasoned that personally important aspects of the job held personal meaning, so were likely to generate data that more likely fit the nomological treatment of job crafting. I also reasoned that this approach reduced the possibility of my inadvertently leading the questioning towards any emerging findings, which may have led to missed data.

One of the challenges in qualitative data gathering methods is the potential for researcher bias. A reflexive research diary is one means of ensuring I remained 'value-aware' during data collection (Alvesson, 2003; Nadin & Cassell, 2006). The purpose of the reflexive diary was to: evaluate the methodological, theoretical and analytical implications of the data gathered; feed learning into the research methods; and, to enable alignment between data gathering methods and the research questions and framework. With respect to the interview phase, I completed the diary after each interview. I

considered practical issues such as timing and completeness, the ways the interviewee responded to the questioning or whether a different approach might be needed. Additionally, I noted contradictions or points to be raised or clarified at the next interview. The reflexive diary criteria are contained in the data collection protocol in Appendix C.

3.4.4 Approach to conducting fieldwork

Fieldwork was undertaken between November 2013 and May 2015 and comprised semi-structured interviews at around 2 month intervals. In two cases – Air Co and Insure Co, the ‘sponsor’, the senior person encouraging participation, requested a meeting with potential participants and the researcher before deciding to go ahead.

Ethical approval was gained through the university ethics committee. With respect to Medic Co, in the UK general practices are business ventures, owned by the partners, therefore confirmation was obtained through the university ethics committee that NHS approval was not required, and that university approval sufficed. All participants received a briefing note explaining the research, along with an informed consent form. The methods and approach complied with ethical guidelines. Anonymity of responses was discussed during the first interview, and signatures obtained on informed consent forms (Appendix C). All participants were informed they could withdraw at any time and invited to review the verbatim interview transcript. I assigned pseudonyms to the participants and organisations, to preserve anonymity, and replaced any data that might identify any other party. At the conclusion of each interview, I asked whether participants were happy to continue with the following interview. At the conclusion of the interviews, I offered my thanks in writing and presented a token gift in gratitude.

I decided not to provide too much information about job crafting in advance (it was termed ‘shaping your job’), since this may have led participants to prepare responses about ostensive aspects of their job, rather than those undertaken informally. The interview approach was to build trust and a

rapprochement to enable participants to 'open up' to the questioning. Interviews were conducted face to face except five, which were conducted by telephone: four interviews with Marcus at Military Co, due to distance (200 miles away) and one interview with Diane where it was impractical for the researcher to travel.

With respect to the 'full' case studies, an initial sponsor meeting was undertaken to establish the sponsor perspective on the functioning of the case with respect to boundary spanning. Since the sponsors also volunteered to be participants in the study, and at their request, their first interview was undertaken in their capacity as both a sponsor and participant. All other participants were interviewed and the recordings were verbatim transcribed.

Table 3.6 summarises the number of interviews completed for each participant. I provide details of the number of interviews and the reasons where less than four interviews were completed in sections 5.3 to 5.7. Reasons ranged from leaving the organisation, to work pressures or time commitments. In the cases of Keith and Greg, participation in the research counted towards their continuing professional development credits awarded by Parent Co. As such, both agreed to six interviews. During the interviews, boundary spanners described the on-going ways in which they shaped their jobs, so although some participants did not complete the four interviews, the interviews that were completed contained data in respect of their job crafting. Overall, as I describe in chapters 6-8, analysis generated regularities across cases. The failure of some participants to complete all four interviews is therefore, not deemed a significant issue in this study.

Table 3.6: Interviews completed by each participant

Case study	Participant	Number of interviews
Insure Co	Keith	6
	Greg	6
	Carl (Parent Co)	1
Energy Co	Judy	1
	Ashley	2
	Simon	3
	Cathy	2
	Ian	3
	Bruce	2
Medic Co	John	2
	Elizabeth	4
	Lorna	4
	Barbara	3
Air Co	Siobhan	2
	Sam	3
	Julia	3
	Karen	3
Military Co	Marcus	4
Train Co	Patrick	2
Edu Co	Steve	4
House Co	Diane	4
Estate Co	Alex	4
Survey Co	Jo	4

3.4.5 Preliminary study: Refining the research methods

The first round of fieldwork interviews from Insure Co served as a preliminary study to test and refine the methods. The reasons for doing so were threefold: first, to review of the interview questions and interviewing approach; second, to trial the data coding approach; and third, to undertake a preliminary analytic reduction.

1. Refining the questioning approach

The interview approach aimed at eliciting responses that reflected the ways in which participants actually went about their work, rather than the ostensive performance requirements of their job. As Patton states with respect to qualitative interviewing, *'The purpose of interviewing is to find out what is in and on someone's mind'* (Patton, 2002, :278). To reflect upon this, I noted following the first interview with Keith at Insure Co, that Keith seemed to have a 'work front' in which he responded to the questions as if representing his company, rather than himself. Given this reflection, I reasoned that more preliminary 'chit-chat' before the interviews would help to build trust and rapport. Adapting my interview approach accordingly, the next time I interviewed Keith I noted that the preliminary chat approach seemed to work much better at elucidating 'between you and me' revelations about job crafting, much earlier in the interview. I therefore, integrated the 'chit-chat' approach in subsequent interviews, mindful that this approach required I remain 'value-aware.'

2. Refining the coding approach

In preparation for fieldwork, I developed a coding structure, developed from guiding conceptual framework (Miles & Huberman, 1994). My rationale for focussing on descriptive coding was due to the need to reduce the volume of data in a systematic and consistent manner, in readiness for analysis. The start code list encompassed sets of codes in respect of job crafting and a raft of codes developed from the key concepts associated with job crafting derived from the guiding conceptual framework, as described in sections 2.6 to 2.8.

Given established scholarship linking role-stress associated with individual boundary spanning with issues of wellbeing (e.g., Singh et al., 1994), I also applied a wellbeing code.

The start code list consisted of 7 code sets and a total of 36 sub-codes (in brackets): 1. job crafting: planned, fulfilled, opportunity, adaptive moves to craft and the form of crafting (11); 2. boundary spanning activity categories (4); 3. motivation (3); 4. work meaning, work identity and social identity (4); 5. personal work goals and work orientation (2); 6. trust, reciprocity and exchanges (10); and, 7. wellbeing (2). The code sets, sub-codes and code descriptions are in Appendix D.

Given the exploratory nature of the research, I undertook an interpretive agreement exercise, to examine data interpretation and test the code structure and descriptions. Utilising data from the first 6 interviews with Insure Co, I extracted data through descriptive data coding exercise (Miles & Huberman, 1994). A researcher with no prior knowledge of the topic independently coded the excerpts using the code descriptions as a guide. To obtain an overall indication, I measured inter-rating across main code categories via Cohen's kappa (0.710), which suggested substantial agreement (Stemler, 2001).

There was some variation in the interpretation of sub-codes, for example, whether job crafting was an adaptive move, such as to pave the way to craft the job as desired (Berg, Wrzesniewski & Dutton, 2010) or crafting as an end in itself. Interpretation of data to the sub-codes of pro-social behaviour, trust and reciprocity were also problematic. These difficulties were not surprising in hindsight, since there are conceptual similarities between pro-social behaviour, trust and reciprocity. Similarly, job crafting can be an ongoing process. After discussion with the co-rater, I found that simplifying the code categories by merging the sub-codes was likely to generate more coherent reduced data. Furthermore, critically viewing this process, I realised that too reductionist approach rendered the data too fragmented to analyse. As a consequence I simplified the code structure considerably and iterated this approach for all

study data. The revised approach remained true to the conceptual framework and consistent with the original coding. Consistency checks were undertaken with the primary supervisory throughout the main analysis and emerging findings were additionally sense-checked with academic colleagues. The revised coding structure is in Appendix D, while the detailed description of how the coded data was developed into data displays is presented in section 4.2.

3.5 Conclusion

In this chapter, I have described the philosophical perspective and the research study strategy, design and methods of the present study. An exploratory study such as this, required iteration to review and revise the methods: this was undertaken for both the data collection methods and the data coding. In line with the critical realist perspective, two means were employed to instil rigour – the application of quality criteria into the study and data reduction and display methods that enabled the research question to be answered and the study aim and objectives met.

In the following chapter, I detail how data reduction and display were developed and utilised in the data analysis phase of the study, in order to generate cross-case themes and inform the study findings.

CHAPTER 4 ANALYTICAL STRATEGY AND PROCEDURES: IDENTIFICATION OF CROSS-CASE THEMES

4.1 Introduction

Studies employing qualitative methods require a clear specification of analytical procedures employed throughout the research process, how themes and categories were derived and substantiation of the evidence (Gephart, 2004). The volume of longitudinal fieldwork data in the present study necessitated an approach to data extraction that was comprehensive, systematic and exhaustive. Additionally, the exploratory nature of the study was reflected in: the research question, which is to examine the role of boundary spanners' job crafting in inter-organisational collective working, the study aim, which is to explore the dynamics and processes of job crafting, and the supporting study objectives.

As described in section 3.2.1, the analysis aimed to seek explanation of structures and underlying mechanisms, which tend to generate what is observed. This required a specific approach to the treatment of data and the analytical procedures employed.

In this chapter, I describe the procedures for building the data displays, the analytical approach to within and cross-case comparison that generated the main themes and findings according to the research question, study aim and objectives. This chapter is organised as follows. Section 4.2 details the analytic procedure for reduction and display of the data. Section 4.3 presents the procedures to identify the main themes within and across cases according to the research question, aim and objectives. The section also includes summaries of within case and cross-case comparison, which generated the themes and contributed to the findings. Section 4.4 summarises the themes, findings and analyses that address the research question, study aim and each of the objectives, along with a reference to the relevant chapters.

4.2 Data reduction and display

The key challenge arising from the multiple case design, qualitative and longitudinal data collection is reducing the quantity of data, whilst retaining accuracy - a close fit between analysis and the data, attending generalisability – through cross-case comparison, and maintaining explanatory simplicity of the findings (Webb & Weick, 1979). These requirements, as well as the process quality to the data, led me to pursue a phased approach to reduction, display and the analytical procedures employed. Generating data displays is a fundamental tool in qualitative methods, whereby raw data is systematically ordered into visual format. Miles and Huberman (1994) devote the majority of their seminal work on qualitative data analysis to this necessary transformation of *'bulky'* and *'poorly ordered'* (:91) unreduced text into coherent arrangements.

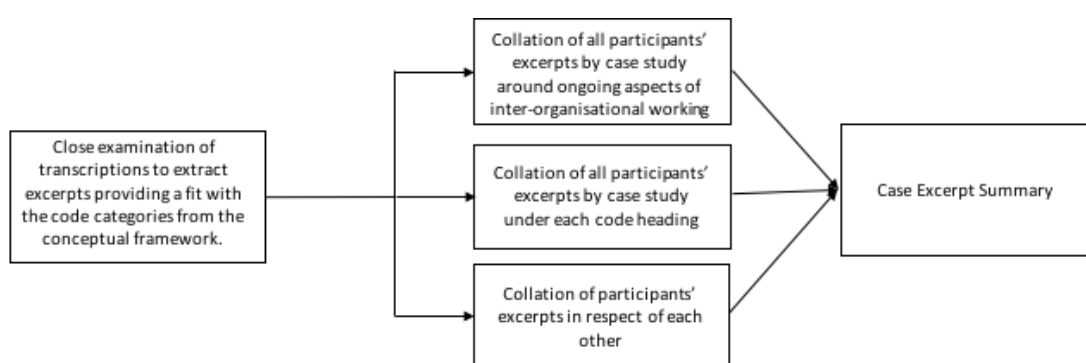
At the outset of the study, I identified requirements that the data collection, reduction and display should provide in order for the analysis to address the research question, study aim and objectives as guided by the conceptual framework. My aim was to seek explanation through what Miles and Huberman (1994) refer to the paradigmatic – that is the relations among concepts and syntagmatic – that is process-oriented approaches.

4.2.1 Data reduction: An Excerpt Summary for each case study/case

Each case study Excerpt Summary comprised raw data excerpts ordered according to: the revised codes, chronologically with respect to on-going endeavours, and by triangulated accounts between participants. I applied an expansive approach, whereby if the data provided a loose fit to the coding categories, it was still included. I added in case study notes and descriptions of the nature of work provided through the interviews. This undertaking generated a record of excerpts under each code heading, for each case study, and each of the individual boundary spanners. Most participants talked repeatedly about specific events or on-going aspects of their work, I therefore, separately listed all coded excerpts relating to on-going work activities. This

enabled comparison of participants' accounts around each on-going activity. I also separately listed all coded excerpts for each participant and those provided by colleagues, in order to examine the effects of crafting on each other. This process of data reduction generated a total of 10 excerpt summaries, comprising 4 case studies and 6 individual participants. The summaries were between 13 and 152 pages in length. Figure 4.1 summarises the process of data extraction to generate these summaries.

Figure 4.1: the process of building the case excerpt summaries



The Excerpt Summaries provided a preliminary step for ordering the data into data displays for subsequent analysis, as well as serving the basis for analysis in their own right, through generating enquiry that involved iteration back to the transcriptions. I reasoned that this 'two-pronged' approach enabled a rigorous approach to data analysis that remained 'close' to the data. These summaries also served the basis for the Case Narratives and Descriptions in chapter 5.

4.2.2 Data display: Job crafting endeavours

I built the Job Crafting Display from the case Excerpt Summaries, through iteration with the interview transcripts and study notes. Generating the display involved examining whether the endeavour described was a fit with the specification for job crafting that I set out to examine as detailed in chapter 2. The display encapsulated the job crafting endeavours, whether successful or not, undertaken by each case over the course of the interviews. The aim of this display was to enable examination of the content of job crafting, to enable analysis to unearth important findings and to provide a

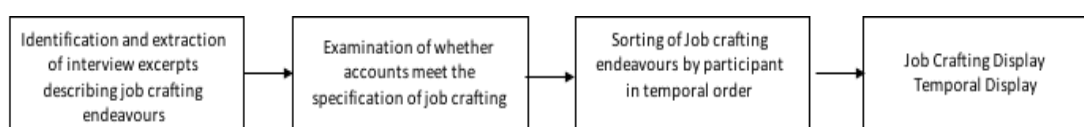
fine-grained categorisation of the characteristics of each job crafting endeavour, to enhance understanding.

The display comprised a matrix of job crafting undertaken by each case during the interviews. This display served as the basis for thematic analysis as to the ways in which boundary spanners crafted their jobs. In all, this exercise identified 105 one-off and ongoing job crafting accounts across the 23 participants.

4.2.3 Data Display: Job Crafting and Temporal Displays

The main challenge in approaching analysis was how to incorporate the temporal aspect. My line of enquiry was directed by a gap in our knowledge of job crafting as to whether is a continuous process or single episode (Oldham & Hackman 2010). I scrutinised each statement, noting the temporal theme that it encapsulated. I then iterated back and forth between the coded excerpts and transcriptions to build a time sequence map, which I termed the Temporal Display. Figure 4.2 summarises the process of generating the Job Crafting and Temporal Displays.

Figure 4.2: Three-step process to building the job crafting displays



4.3 Analytical procedures

As a starting point, I centred my investigation around the focal concept of job crafting. I followed two inter-related analytic procedures that reflect the stratification principle of critical realism: analytical resolution and conceptual abstraction. Both procedures applied abductive and retroductive reasoning, as described in section 3.2.1. Analytical resolution was utilised to identify themes and patterns from the job crafting data - what was observed within and across cases. I then moved into conceptual abstraction, through a process of separating and analysing how what was observed may have come about. The

aim was to tease out the underlying structures and mechanisms. Throughout this process, abductive and retroductive reasoning involved highlighting areas of doubt and anomaly, comparing emerging findings with other theories and explanations, and the generation of explanatory propositions. The findings therefore, comprise the results of these analytical processes, in the form of explanatory propositions, models and descriptive explanation.

4.3.1 Analytical procedure to identify main themes: Analytic resolution

As described in section 3.2.1, analytic resolution involves categorisation and thematic arranging of data into an explanatory framework. The purpose of this stage of the analysis was to identify conceptual irregularities, and to unearth patterns across the cases. Irregularities indicate promising areas for theorising while patterns across cases indicate underlying structural relations and mechanisms.

For this procedure, I first analysed the Job Crafting Display to try to categorise or characterise the extracts in some way. Thematic inquiry focussed on gaps and surprises. There were three comparators with the data: (1) the research question, aim and objectives, (2) the guiding conceptual framework and (3) the literature review.

Thematic categorisation took place through an open coding approach, whereby each extract was examined and a short descriptive summary attached to it. Iteration was made with the Excerpt Summary and relevant interview transcriptions. The advantage of a multiple case study design is that each case serves as a distinct analytical unit (Eisenhardt & Graebner, 2007).

First, themes were identified within each case, then a cross-case comparison was undertaken to identify which themes were confirmed across cases, and which appeared to be contextually dependent. Through this constant comparison and iteration, discussion with colleagues, and iteration to the literature, three themes were selected for in-depth analysis. These themes were those that were strongly supported through the observable data across cases, responded to the research question aim and objectives and were

directed towards explanatory gaps. The process for the identification of the three main themes is represented in figure 4.3.

The themes are:

1. A darker side to job crafting whereby self-interest is pursued at the expense of others in work environments and in work roles where employees are implicitly expected to work towards common interests. Thus crafting is counter to expectations and so dark.
2. Movement cross-boundary between individual and collective working, over time and through job crafting; this comprises a staged progression.
3. Degeneration or thwarting of cross boundary collective working under some conditions.

Table 4.1 presents a summary of the three main themes and table 4.2 provides an overview of both the themes and common facets across cases that were incorporated into the analysis. The themes, which were identified for each case study are presented as follows: Insure Co in table 4.3, Energy Co in table 4.4, Medic Co in table 4.5, Air Co in table 4.6 and Individuals in table 4.7.

Figure 4.3: Analytic resolution procedure, to identify main themes

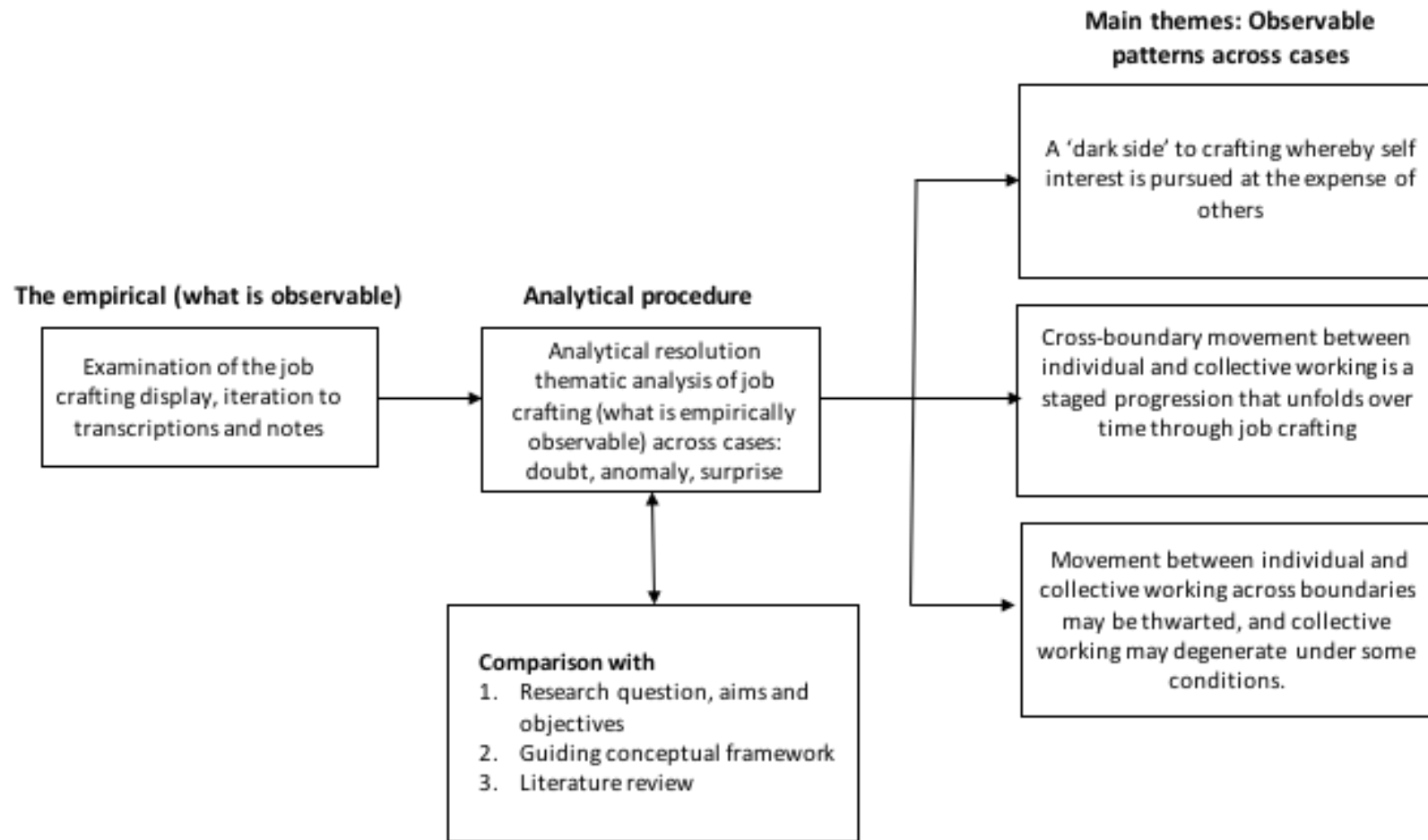


Table 4.1: Themes for conceptual abstraction, by participant and case study

'Darker' side to job crafting:	Movement between individual and collective working, over time:	Degeneration and thwarting of collective working:
Circumnavigating organisational systems, structures and processes in order to shape job	Generating opportunities for collective working through individual job crafting	Degeneration occurs via movement from collective to individual directly (i.e. no staged progression 'downwards')
Decisions to act in own interest	Successful movement is a three-staged progression 'upwards': individual through complementary to collaborative job crafting	Thwarting of movement individual to collective
Crafting less desired (task) aspects of job to others		
A secret aspect to dark job crafting	Complementary crafting: a new form (collectively enabled but directed at individual needs and preferences of respective boundary spanners)	
Keith, Greg (Insure Co)	Keith, Carl, Greg (Insure Co)	Keith (Insure Co)
Ashley, Simon, Cathy, Bruce (Energy Co)	Ashley, Simon (Energy Co)	Simon, Bruce (Energy Co)
John, Elizabeth, Barbara (Medic Co)	John, Lorna, Barbara (Medic Co)	Elizabeth, Lorna (Medic Co)
Karen, Siobhan (Air Co)	Julia (Air Co)	Siobhan (Air Co)
Marcus, Diane, Alex (Individuals)	Marcus, Steve, Patrick, Alex, Jo (Individuals)	Steve, Alex, Jo (Individuals)

Table 4.2: Analysis of themes, preliminary logic and reasoning

Refined themes after cross-case comparison	Preliminary logic and reasoning for conceptual abstraction
<p>‘Darker’ side to job crafting:</p> <ul style="list-style-type: none"> • Circumnavigating organisational systems, structures and processes. • Decisions to act in own interest. • A secret aspect to job crafting. • Crafting less desired (task) aspects of job to others. 	<p>What is observed seems to be the behavioural manifestation of perceived inadequacies in the job, perceived barriers that prevent crafting and perceived need to flout rules or norms in order to craft. The riskiness of this behaviour i.e. being found out, suggests crafting is of high personal significance. Excerpts indicate dark side crafting is a planned and deliberate behaviour.</p>
<p>Movement ‘upwards’ between individual and collective crafting, over time</p> <ul style="list-style-type: none"> • Generating opportunities for collective working. • A form of job crafting, based upon complementarity of needs and preferences of respective boundary spanners instrumental to successful movement between individual to collective. 	<p>Repeated interactions underpin successful movement between individual and collective working.</p> <p>Initially holding a fragile quality, as successful movement from individual to complementary crafting seems dependent upon mutual perceptions of individual gain through collective action. There are less robust social structures upon which to act due to low inter-relatedness and low task inter-dependence. Mechanisms in these conditions may be associated with inter-personal perceptions, like trustworthiness.</p> <p>Through the processes of movement between individual and collective working, there are alterations to, and formations of the underlying social structures across the boundary.</p> <p>In turn, these structures hold powers through generative mechanisms for more collaborative crafting – through joint approaches to generating and undertaking tasks that serve collective needs – collaborative crafting. This is indicative of Sayer’s (2004) notion of participants’ construals informing construction.</p>
<p>Movement ‘downwards’ comprises a single staged degeneration from collective forms to individual crafting.</p>	<p>Degeneration and thwarting appear contingent upon adverse events construed as unfulfilled obligations.</p>

Table 4.2: Analysis of themes, preliminary logic and reasoning (continued)

Common facets across cases:

Proximal contextual / situational aspects that enhance or inhibit the ability to job craft.

Contextual and situational barriers and facilitators indicative of activation or otherwise of underlying mechanisms. Feed this theme into conceptual abstraction above, as extrinsic (to the boundary spanner) structures and mechanisms. Existing structures within the intra-organisational context may be at odds with these new cross-boundary structures: for example, there may be interaction with relational structures and work design.

A goal like quality to job crafting:
As a desired end, but also as a process goal – performed for the intrinsic enjoyment of doing so
A recurring and persistent aspect to job crafting.

Goal-like quality and persistence of crafting indicates strong motivational forces. The degree to which crafting is undertaken is reflected across the other themes.
Persistence in the face of substantial barriers (e.g., dark side accounts); drawing upon prior experience of shaping informing current approach.

Table 4.3: Conceptual irregularities and patterns in Insure Co

Areas of doubt/inquiry	Potential gap in knowledge	Observation
Potential 'darker' side to job crafting, whereby job crafting is undertaken to meet own needs and preferences despite others. A secretive aspect to job crafting.	Not presently addressed within the job crafting literature	Keith circumnavigating organisational systems in order to craft. Greg pursuing self-interest in order to craft, despite the interests of others. Greg crafting in secret by stalling the recruitment of a successor.
An interim inter-personal form of job crafting undertaken by boundary-spanners, that does not 'fit' with either individual or collaborative job crafting.	Not presently addressed within the job crafting literature	Keith and Carl individually describe crafting their jobs together, to meet their own needs and preferences. Keith and Brian jointly shape respective jobs to meet each needs and preferences. Greg describes shaping his job along with a number of his insurance contacts through exchange of information. These relationships hold potential for collaborative working.
Movement between individual and collective working over time, through job crafting. Indication of movement downwards where perceived obligations are not fulfilled.	Insight into micro-processes underpinning inter-organisational functioning, not presently detailed in the literature	Keith and Greg generate opportunities for collective working, through individual crafting. Keith and Carl moved towards collaborative working through crafting their jobs. Over time their collaboration has become formalised through work design and social structures. Greg and Carl move to collaborative working over time. Keith and fellow practice leads collaboratively craft, to ensure their workers are not disadvantaged by the parent Co performance management system. Carl moves from individual through complementary to collaborative crafting with other practice leads in an attempt to replicate the achievement with Keith. Keith withdraws from collective working where that may involve interaction with a senior manager who shouts at staff.

Table 4.3: Conceptual irregularities and patterns in Insure Co (continued)

Areas of doubt/inquiry	Potential gap in knowledge	Observation
Countervailing forces of barriers and enablers to job crafting	Job crafting literature yet to specifically address context.	Keith and importance of social ties to help him navigate Parent Co structures, processes and procedures. Keith affords Greg more latitude to craft due to prior performance. Keith buffers his team from outside pressures to give them latitude to craft. Time-bound (monthly) performance targets impact degree of, and content of crafting. Degree of crafting according to how much time is spare, content in that less desired work tasks are automated to generate time for crafting.
A recurring aspect to job crafting	A recurring aspect is not presently addressed in the job crafting literature.	Keith persists in crafting his job in order to be entrepreneurial despite ever increasing barriers Greg crafts his job using the same inter-personal approach, irrespective of the other party, or signals that this approach is inappropriate
Inter-personal exchanged based approaches to engender helping, demonstrate trust, offer reciprocity	Fine-grained detail of inter-personal exchanges through job crafting	Keith adopts inter-personal approaches based on similarity (i.e. similar background and history with Parent Co legacy companies) when crafting relational boundaries. Greg's approach to crafting relational boundaries is based around helping and informality.

Table 4.4: Conceptual irregularities and patterns in Energy Co

Areas of doubt/inquiry	Potential gap in knowledge	Observation
Potential 'darker' side to job crafting, whereby job crafting is undertaken to meet own needs and preferences despite the needs of others. A secretive aspect to job crafting	Not presently addressed within the job crafting literature, or within the positive organisational studies scholarship.	Simon crafting to obtain secret information. Cathy crafting to avoid relationship building in order to focus on business modelling. Note: Bruce makes his crafting goals explicit to his bosses, Ashley and Simon, but is blocked.
An interim inter-personal form of job crafting undertaken by boundary-spanners, that does not 'fit' with either individual or collaborative job crafting	Not presently addressed within the job crafting literature.	Simon and Ashley shape their respective roles in Energy Co based on their own needs and preferences. Bruce attempts to shape his job jointly with Ashley and Simon but does not succeed. Ashley instigates cooperation from a board member based on reciprocity in meeting each other's needs and preferences.
Movement between individual and collective working over time, through job crafting: indication of movement downwards where perceived obligations are not fulfilled	The role of job crafting in withdrawal from collective working not presently addressed in the literature	Simon withdraws from collective working with advisors where perceived obligations are not met (trust is perceived to have been breached).

Table 4.4: Conceptual irregularities and patterns in Energy Co, (continued)

Areas of doubt/inquiry	Potential gap in knowledge	Observation
Crafting as an end goal, but also as a process goal – performed for the intrinsic enjoyment of doing so. A recurring aspect to job crafting.	Potentially a gap in the job crafting literature as to whether there is a goal-like quality to job crafting. A recurring aspect is not presently addressed in the job crafting literature.	Ashley crafts relational boundaries for the enjoyment of it. Simon crafts to meet specific end goals of out-manoeuvring competitors. Both Ian and Bruce craft by petitioning for more resources (assistants), to allow them more time to focus on work they find more interesting. Ashley persists in shaping relational boundaries adopting a deferential inter-personal approach. Simon persists in crafting to elicit information from advisors. Cathy persists in crafting to avoid relationship building. Bruce attempts to shape his job to encompass more involvement in the operational side, despite signals from Ashley and Simon that this is not something they want.
Inter-personal exchanged based approaches to engender helping, demonstrate trust, offer reciprocity. Differing approaches utilised by participants.	Fine-grained detail of inter-personal exchanges through job crafting.	Ashley shapes relational boundaries with senior personnel in the energy sector through inter personal approaches directed at engendering trust and building rapport. Simon shapes relational boundaries by keeping at arms length from advisors.
Internal co-ordination that provides latitude for boundary-spanners to craft.	May contribute to the internal/external focus of boundary-spanning in that literature.	Simon and Ashley attribute a flat hierarchical structure and performance targets (in terms of general end-states) to Energy Co workers having a high degree of latitude to craft.

Table 4.5: Conceptual irregularities and patterns in Medic Co

Areas of doubt/inquiry	Potential gap in knowledge	Observation
Potential 'darker' side to job crafting, whereby job crafting is undertaken to meet own needs and preferences despite the needs of others. A secretive aspect to job crafting.	Not presently addressed within the job crafting literature.	Elizabeth crafts to try to pass less desired tasks to others. Barbara crafts by joining an informal and secret network with like-minded others. Barbara shapes her job by passing responsibilities to site managers, in the process building a team to meet own needs and preferences. This detracts time away from supporting the GPs. John shapes the practice approach to management according to his own preferences, and without the knowledge of the other GPs.
An interim inter-personal form of job crafting undertaken by boundary-spanners, that does not 'fit' with either individual or collaborative job crafting.	Not presently addressed within the job crafting literature.	Lorna attempts to instigate collective working with a research centre. Barbara undertakes on-going collective working with a fellow informal network member, meeting each's individual needs and preferences. See below for this form as an interim stage between individual and collaborative crafting.
Movement between individual and collective working over time, through job crafting: indication of movement downwards, where perceived obligations are not fulfilled.	The role of job crafting in withdrawal from collective working not presently addressed in the literature.	Barbara moves from individual through complementary to collaborative crafting over time. The informal group that undertake the collaborative crafting have an inter-organisation structural quality Lorna moves from individual through complementary to collaborative crafting with a group of like-minded medical researchers. This group then collaborate on an on-going basis. Elizabeth crafts by withdrawing, following a scandal involving the head of service

Table 4.5: Conceptual irregularities and patterns in Medic Co, (continued)

Areas of doubt/inquiry	Potential gap in knowledge	Observation
Crafting as an end goal, but also as a process goal – performed for the intrinsic enjoyment of doing so A recurring aspect to job crafting.	Potentially a gap in the job crafting literature as to whether there is a goal-like quality to job crafting. A recurring aspect is not presently addressed in the job crafting literature.	Barbara crafts relational boundaries with a number of NHS and CCG representatives, for the enjoyment of relationship building. Lorna persists in attempting to craft collective working with the local research centre despite substantial resistance. Barbara shapes a team around her, where none existed prior to her appointment, in order to meet own needs and preferences. John describes how he has temporarily forgone shaping his job to pursue his medical interest, while he establishes the practice management. Elizabeth crafts to focus on family life, rather than the practice
Inter-personal exchanged based approaches to engender helping, demonstrate trust, offering reciprocity. Differing approaches utilised by participants.	Fine-grained detail of inter-personal exchanges through job crafting.	Barbara adopts inter-personal approaches directed at building trust and rapport. This seems to be a successful approach in building cooperation. Lorna crafts relational boundaries with academics, by appealing to shared interests, with some success.
Internal co-ordination that provides latitude for boundary-spanners to craft.	May contribute to the internal/external focus of boundary-spanning in that literature.	John deploys a deliberate management strategy by allowing the GPs latitude to craft according to their preferences by volunteering for projects of interest. To allow time for crafting, information from outside the boundary is shared among GPs via a daily informal briefing.

Table 4.6: Conceptual irregularities and patterns in Air Co

Areas of doubt/inquiry	Potential gap in knowledge	Observation
Potential 'darker' side to job crafting, whereby job crafting is undertaken to meet own needs and preferences despite the needs of others. A secretive aspect to job crafting.	Not presently addressed within the job crafting literature.	Karen crafts to pass on less desired aspects of her job to others. Siobhan utilises networking events organised to promote Air Co, to promote her own experience to potential future employers. Siobhan shapes her job as change agent, despite organisational needs.
Movement between individual and collective working over time, through job crafting; indication of movement downwards, where perceived obligations are not fulfilled.	The role of job crafting in withdrawal from collective working not presently addressed in the literature.	Julia crafts relational boundaries with colleagues through volunteering to help. Over time Julia is accepted as if a member of staff, rather than a volunteer. Siobhan crafts by withdrawing after being undermined by the board of trustees over a senior appointment.
Crafting as an end goal, but also as a process goal – performed for the intrinsic enjoyment of doing so. A recurring aspect to job crafting.	Potentially a gap in the job crafting literature as to whether there is a goal-like quality to job crafting. A recurring aspect is not presently addressed in the job crafting literature.	Siobhan persists in shaping her job as a change agent, despite resistance by staff and difficulty in doing so. Julia crafts by offering to help permanent staff and signalling that she is a hard worker.
Internal co-ordination that provides latitude for boundary-spanners to craft.	May contribute to the internal/external focus of boundary-spanning in that literature.	Siobhan instigates a review of job descriptions for the participants, which enables them to review their workloads. This serves as a proxy to enable Karen to job craft, although her true motives are not expressed to Siobhan.

Table 4.7: Conceptual irregularities and patterns in the Individuals

Areas of doubt/inquiry	Potential gap in knowledge	Observation
Potential 'darker' side to job crafting, whereby job crafting is undertaken to meet own needs and preferences despite the needs of others. A secretive aspect to job crafting.	Not presently addressed within the job crafting literature, or within the positive organisational studies scholarship.	Marcus crafts to be more involved in solutions, despite this being outside of his remit. Diane crafts less desired aspects of her job to others. Marcus circumnavigates organisational systems to find new hires.
An interim inter-personal form of job crafting undertaken by boundary-spanners, that does not 'fit' with either individual or collaborative job crafting.	Not presently addressed within the job crafting literature.	Patrick and Alex– see below Marcus shapes his job with a colleague, who offers design solutions on Marcus' behalf.
Movement between individual and collective working over time, through job crafting: indication of movement downwards where perceived obligations are not fulfilled.	The role of job crafting in withdrawal from collective working not presently addressed in the literature.	Marcus shapes his job by generating opportunities for collective working – directed at his preference for offering solutions. Patrick moves from individual through complementary to collaborative crafting with a building materials supplier over the course of the interviews. Steve generates opportunities to craft with local authority and businesses through building relationships, some of which lead to collaborative working. Jo generates opportunities for collective working through active involvement on skills boards. Diane generates opportunities for collective working with landowners and other stakeholders.

Table 4.7: Conceptual irregularities and patterns in Individuals, (continued)

Areas of doubt/inquiry	Potential gap in knowledge	Observation
Movement between individual and collective working over time, through job crafting: indication of movement downwards where perceived obligations are not fulfilled.	The role of job crafting in withdrawal from collective working not presently addressed in the literature.	Alex moves from individual through complementary crafting with another boundary spanner, Ben. But this degenerates to individual crafting when Ben betrays a confidence. Jo withdraws from collaborative working when a competitor ousts her from a project. Steve withdraws from collaborative working when a partner becomes a bad debtor.
Crafting as an end goal, but also as a process goal – performed for the intrinsic enjoyment of doing so A recurring aspect to job crafting.	Potentially a gap in the job crafting literature as to whether there is a goal-like quality to job crafting. A recurring aspect is not presently addressed in the job crafting literature.	Patrick crafts relational boundaries for the enjoyment of this in itself as well as meet his preferences of ‘getting the deal’. Alex crafts to meet career aims of a pay rise and to redress perceived lack of experience compared to colleagues.
Inter-personal exchanges based approaches to engender helping, demonstrate trust, offering reciprocity. Differing approaches utilised by participants.	Fine-grained detail of inter-personal exchanges through job crafting.	Patrick and Diane craft by adapting their inter-personal style and adopting a number of different approaches tailored to the perceptions of the other party’s needs and preferences. Patrick crafts relationships over the boundary through planned and tactical approaches. Steve crafts utilising the identity claim of being a former teacher. Jo and Alex craft through volunteering to take part in initiatives.

4.4 Linking the research question, study aim and objectives and findings; the relevant chapters

Due to the exploratory nature of the present study, there was some crossover between the themes and findings in their relation to the research question, aim and study objectives. This is summarised in table 4.8. The table also indicates the relevant chapter pertaining to each objective, theme and finding.

Chapter 5 presents the case narratives. The narratives describe the context in which the boundary spanners function, the main boundary spanning activities undertaken and the needs, preferences and interests expressed by the participants as underpinning their job crafting efforts. The case narratives and descriptions contain examples of job crafting by each participant, according to objective 1.

Chapters 6 - a darker side to job crafting, 7 - movement between individual and collective working and 8 - degeneration between individual and collective working, respond to study objectives 1, 3, 4 and 5. In each chapter, the theme is evidenced. Additionally, chapters 6 to 8 detail the further analytical stage of conceptual abstraction, aimed at generating explanation, according to critical realism. Investigation required iteration between what was observed, the conceptual framework and consideration of alternative explanations as to the underlying structures and mechanisms that may generate the observed job crafting in some conditions and not in others (Sayer, 2004). In each of chapters 6 to 8, I present explanatory propositions and models for the findings.

Study objective 2 is addressed through cross-case comparison described in section 4.3.1, in tables 4.1 to 4.7, and through the discussion in chapter 9.

Table 4.8: Overview of themes and main findings according to the research question, study aim and objectives

Research question: to examine the role of job crafting in inter-organisational boundary spanners' decisions in respect of collective working. Study aim: to explore the dynamics and processes of job crafting.		
Study objective	Theme and findings	Chapter
1. Describe job crafting practices undertaken by employees in boundary-spanning roles in differing inter-organisational contexts.	Job crafting descriptions are provided in the Case Narrative Descriptions	5
	Job crafting descriptions are provided according to each theme:	
	1. A darker side to job crafting	6
	2. Movement between individual and collective working through job crafting	7
2. Determine the similarities in job crafting practices in each context	3. Degeneration of movement between individual and collective working	8
	Cross-case summaries and comparison in order to identify the main themes that held across cases	4
3. Determine the influence of job crafting practices by boundary-spanners on themselves and on others' job crafting practices by examining relationships between job crafting practices and decisions in respect of collective working	Discussion of potential specific contextual aspects that may inform some aspects of job crafting but not others	9
	A darker side of job crafting, whereby when perceiving inadequacies in the task, relational or contextual characteristics of their jobs, boundary spanners craft despite organisational interests, or the interests of others.	6
	Movement between individual and collective working through job crafting comprises a staged progression. Through individual job crafting, boundary-spanners generate opportunities for interaction. These altered inter-organisational contexts in turn provide opportunity for corresponding boundary spanners to identify the potential to pursue own interests through working together (conceptualised as a hitherto unidentified form of collective job crafting).	7
	This then generates opportunities for development of shared goals and collaborative job crafting across organisational boundaries.	

Table 4.8: Overview of themes and main findings according to the research question, study aim and objectives (continued)

Study objective	Theme and findings	Chapter
3. Determine the influence of job crafting practices by boundary-spanners on themselves and on others' job crafting practices by examining relationships between job crafting practices and decisions in respect of collective working (<i>continued</i>)	The content and form of job crafting are dynamically inter-linked: over time movement occurs between individual and collective forms of job crafting	7
	Degeneration or thwarting of movement between individual and collective working: under some conditions, such as perceived adverse events, movement occurred downwards as boundary spanners withdrew from collective working.	8
4. Explore the temporal aspects of job crafting: specifically in respect of exploring chains of events and activities.	The implications of the findings with respect to the temporal aspects of job crafting, both present and future oriented.	7, 8, 9
	Intervening events that disrupt movement between individual and collective working. The sequencing of movement between individual and collective forms of crafting, such as establishing the exchange based relationship.	7, 8, 9
5. Examine the 'how', 'why', 'what' and 'when' of job crafting with a view to contributing to conceptual and theoretical development	The procedures of analytic resolution and conceptual abstraction for each theme:	
	a. A darker side to job crafting	6
	b. Movement between individual and collective working as a staged progression	7
	c. Degeneration or thwarting of movement between individual and collective working	8
	The implications of the findings with respect to the conceptualisation of job crafting are discussed	9

4.5 Conclusion

In this chapter, I have described the procedures taken to reduce, display and analyse the data, through the initial stage of identifying themes common across the differing cases. This served to evidence a systematic and rigorous approach to data analysis within the critical realist ontological position, given the exploratory nature of the study. Through the following chapters 5 to 9, the data is presented, analysed and then developed into explanatory propositions and models.

CHAPTER 5 CASE STUDY DESCRIPTIONS

5.1 Introduction

The purpose of this chapter is to provide an overview of the case studies and participants through a descriptive and narrative account and respond to study **Objective 1**: describe job crafting practices undertaken by employees in boundary-spanning roles in differing inter-organisational contexts.

In section 5.2, I describe how the case study descriptions were generated. Sections 5.3 to 5.7 consist of case descriptions and narrative accounts. These case summaries were generated from data collated into the Extract Summaries. For each case study, I summarise the main internally and externally directed activities reported over the course of the fieldwork. I also include the most commonly cited reasons for shaping the job, as provided by each participant. These reasons to craft informed the analytical procedures through which I de-lineated accounts that fit the concept of job crafting, as set out in section 2.6.10. I conclude the chapter in section 5.8.

5.2 Building the case study descriptions

Data were collated and grouped into case-based Excerpt Summaries, as described in section 4.2.1. I then extracted the most frequently cited, or personally important activities to generate a narrative account of each case as presented in this chapter. The purpose of this exercise was to contextualise job crafting undertaken during analysis, both within the case and with reference to the boundary spanners' expressed needs and preferences.

5.3 Case study description of Insure Co (Keith, Greg and Carl)

Insure Co are a small strategic business unit, wholly owned by Parent Co. Insure Co comprise Keith, who is the team leader and subject matter expert in North American insurance, Greg, a subject matter expert on UK insurance, and two colleagues: a part-time analyst and a full time administrative support. Insure Co develop and sell unique consultancy services to business clients in

the UK and US. Most of Insure Co's work is based on tracing insurance cover in respect of industrial disease, such as mesothelioma claims, resulting from workers' exposure to asbestos in the 1950s-1970s. However, as asbestos has been banned in the UK for some time, these claims will fall sharply in the coming years. Anticipating this decline in future earnings, Insure Co are trying to develop new business propositions.

Insure Co were recruited through a contact the research supervisor held with Keith. Following an introductory meeting in August 2013, all employees agreed to take part. However, the full-time administration support withdrew due to personal reasons, and an analyst left to work for Parent Co before the interviews commenced. A second part-time analyst was on maternity leave at the time of commencement of interviews. This left Keith and Greg, who took part in the research. During their initial interviews, Greg and Keith identified Carl, who works across the boundary at Parent Co as an important contact with whom they have ongoing collaborations. Carl agreed to a single interview, since work pressure meant he was unable to commit to more interviews. Carl is in mid-forties.

Keith is in his mid-forties, having worked for legacy companies his entire career. Greg is approaching retirement, having worked for legacy companies for almost 40 years. The team have worked together for around 18 years. Insure Co used to be part of a legacy UK insurance company that was purchased by Parent Co in 2006. Keith views Insure Co as technically separate from Parent Co because it is governed by separate regulations.

Keith: 'So although we're wholly a subsidiary, the regulations said we had to be treated as separate, separate Lloyds broker number, separate regulations from the FCS [the regulatory body].' (Interview 1)

A total of thirteen repeat semi-structured interviews were conducted with Greg and Keith between December 2013 and February 2015, and a single interview with Carl in March 2014. Keith was also interviewed to obtain a sponsor perspective as to the purpose and functioning of Insure Co at the

beginning and end of the data collection. Data were triangulated between participants' and sponsor data. Interviews were all conducted face to face at Insure Co offices, which are co-located with Parent Co, and lasted from 30 minutes to an hour.

Internal context (intra-organisational)

Keith and Greg perform the client-focussed work, with support from part-time analyst and administrator. Keith describes the internal team structure.

Keith: 'I know we are not a classic consulting firm, but we are a consulting unit. So the team is very loose, it's an eclectic thing. We keep an eye, look out for each other, but it's not like a military unit.' (Interview 1)

Both Keith and Greg have latitude to shape their jobs, albeit within the performance requirements set out by Parent Co. There is little task inter-relatedness between Greg and Keith, who are responsible for their own performance targets. Keith notes that of the four team members, Greg has most latitude.

Keith: 'Greg has most chance to shape what he is doing because although I will pass him a lot of these enquiries also a lot comes directly to him. So he shapes what he is doing and how he does it. What he doesn't get to shape is at the beginning of the year I will say to him look next year's budget is this.' (Interview 1)

Greg specialises in the UK insurance market and relies heavily on cooperation from other insurance companies in obtaining evidence of historical insurance cover. Keith and Greg have formed a relationship that has led to closer working with Carl and his team. All participants talk about this relationship and the ways they have individually and jointly crafted their work around clients and ideas for future business propositions.

Insure Co adopt the same organisational processes as Parent Co, such as performance measurement and human resources. Otherwise, their work is distinct from the other operating areas of Parent Co. Keith describes how the team respond to changes to processes set by Parent Co.

Keith: *'The one thing that annoys them is what they regard as pointless edicts from London or New York. We are not an insurance broker we are a consulting, leave us alone! We do what we do, just make sure we can issue invoices and keep out of our hair.'* (Interview 1)

Boundary-spanning activities (inter-organisational)

Insure Co sits within a UK operating division of Parent Co. Since Keith is the Practice Lead, he represents Insure Co at UK operating division board meetings. Keith boundary spans with other Board members, petitioning for support and seeking introductions with existing clients managed through other parts of the business, as he tries to develop new business propositions. In this respect, Keith builds relationships in order to shape his job. During the course of the interviews, a senior manager, Brian resigned from Parent Co. Keith had considered Brian an ally who had helped Keith petition other managers or circumnavigate unwieldy organisational processes,

Keith: *'The senior colleague has decided to leave the business down in London which is a bit annoying as he is one of the people who used to try and get things round or through bureaucracy....he tried to act as someone who could open some of the doors if we got stuck on stuff because he had sympathy. Or occasionally we would run up again things and he would try and get things sorted.'* (Interview 4)

Keith specialises in the US insurance area. Over the years, he has built up a number of contacts in the US. In the past, Keith had a mentor (now deceased) based in the US, who encouraged Keith to develop Insure Co. Keith undertook a liaison and marketing business trip to the US during the interview period, utilising these contacts. Although Keith's US marketing trips are aimed at generating business, he talks fondly of his work in the US as being personally beneficial.

Keith: *'It's (trips to the US) more fun and you're treated with a bit more sort of respect than you would be over here.... (I'm) their contact point, this person who can then explain how this strange London insurance market works that they don't really understand, and the friendly face.'* (Interview 2)

Greg specialises in the UK insurance market and relies heavily on cooperation from other insurance companies in obtaining evidence of historical insurance cover. Although these contacts are technically from competitor firms, they cooperate with Greg, who attributes this cooperation to his helpful attitude, reciprocation of favours and long term efforts to build solid relationships.

Greg: *'..... maybe that's one of the reasons I get a lot of cooperation from the insurance market. Because they know I'm trying to help people. Maybe not them. Because if they help, and they provide the cover, it could cost them a lot of money.'*
(Interview 1)

Keith and Greg have formed a relationship that has led to closer working with Carl and his team across the boundary in Parent Co. All participants talk about this relationship and the ways they have individually and jointly crafted their work around a client to produce an approach that was then sold to Parent Co clients across the business. Following that success, Keith and Carl are also developing ideas for future business propositions, working more closely with each other. Carl speaks of how this collaboration led him to shape his job further.

Carl: *'I had very little involvement with occupational disease prior to that. I then became involved in a particular client and that client had huge occupational disease liabilities... so I had to quickly learn about occupational disease. And we (Keith and Carl) structured some solutions together for that particular client and those solutions worked well and involved different parts of the business so we thought actually we could replicate this approach across Parent Co clients who have disease claims....how I have shaped my job myself is because of this integrated approach, I have gone further and further down the line of occupational disease and ended up really creating my own practice as it were.'* (Interview 1)

Greg's job requires him to liaise with UK clients before and during the delivery of his services. Greg adopts an informal inter-personal style to all interactions. However, Keith and Carl note that this approach sometimes causes offence and requires their intervention. Greg is aware that his approach may be too informal, but feels it more important to 'be himself'.

Greg: 'Parent Co. probably have strict rules about how you speak to clients. I always talk to my clients on the phone or face to face as though I've known them all me life.'
(Interview 1)

Figure 5.1 summarises the Insure Co cases.

Figure 5.1: Summary of internally and externally directed activities by Insure Co participants

	Within the boundary	Across the boundary	Stated Preferences
Keith	Manage the team, buffering from Parent Co pressures		Generate new business ideas Be entrepreneurial
		Building relationships with peers and senior managers in order to gain support for business ideas and generate leads through existing clients	
		Maintaining relationships with US Parent Co contacts	
Carl		Launching new products with Carl	Preference to be involved in the marketing new propositions
		Joint working with Keith and Greg on a business proposition for a client Ongoing discussions as to new business ideas	
Greg		Delivering new products with Carl and his team	To be perceived as fair, honest and helpful and to be 'himself' when dealing with people
		Building relationships with legal representatives, insurance industry contacts to gain cooperation in obtaining information	
		Attending relationships with Parent Co managers and Clients	

5.4 Case study description of Energy Co (Ashley, Simon, Judy, Ian, Bruce and Cathy)

Energy Co is a privately owned investment and operations company, based in London, who work with investors, public bodies, and operational facilities in the green energy sector. The company was founded in 2012 and raises investment in order to buy energy plants, which Energy Co then manage through operational contracts, to ensure a return of the investment for investors. The company is unusual in that it undertakes financing of energy plants, either alone or in partnership with utility companies, then oversees the plant operations as well.

Energy Co is part-owned by two managing partners, Ashley and Simon. Additionally, the company has six employees, four of which took part in the

research. Judy works one day per week with Ashley and Simon managing the start up of the company. Judy's background is in investment banking and she offered her expertise to the company in making the first acquisitions in 2012. Ian is the Finance Director, Bruce the Operations Director and Cathy works with Simon identifying and purchasing new assets. All participants are in their forties.

Energy Co participants were recruited through Judy, a contact of the researcher, who also works part time for Energy Co. The interviews took place between March and September 2014, face to face in the London offices of Energy Co. Simon and Ian were each interviewed three times. Due to time commitments and work pressures, Ashley, Cathy and Bruce were interviewed twice. Given Judy's knowledge of Energy Co, a single fact finding interview was conducted. Interviews lasted between 30 minutes and an hour. During the course of the interviews, the company also recruited assistants to work to Bruce and Ian.

Internal context (intra-organisational)

The organisation of work within Energy Co is described by Simon:

Simon: 'We manage a team of let's say eight people when it's properly built out including ourselves. It is a very flat structure; there are three core jobs that the fund has to do. We have to look after the assets we've already got. We have to buy new ones and we have to keep our Investors happy and raise new money from time to time but those are the three core jobs. Ashley and I have essentially delegated the looking after the assets we've already got to our Operations Director (Bruce) and our Finance Director (Ian) who sit on our team. The other two jobs I am primarily responsible for buying new assets. Ashley is primarily responsible for looking after the Investors and fundraising.' (Interview 1)

Most employees report to Ashley and Simon, excepting the reportees of Ian and Bruce. However, each employee holds a functionally specialised role, therefore there is little task inter-relatedness between each member of the team. The activities of each employee are 'brought together' through the

production of the monthly management report, in which all employees produce a summary of activity. This report is collated by Cathy.

Energy Co work on two main six monthly cycles per year: 1. sourcing and bidding on new energy plants; and, 2. operationalising new acquisitions. Simon and Cathy undertake most of the sourcing work, with input from Bruce and Ian. Ashley also undertakes upward management of the Board. Ashley and Simon pair up to undertake an annual investment roadshow each year and both sit on the Boards of assets that they jointly own with energy companies. Once assets are purchased, the responsibility for them transfers from Simon and Cathy to Bruce, the Operations Director. Similarly, Ian focusses on the operational financial information of the asset, compared to due diligence information pre-purchase. Ashley focusses on maintaining investor relations. The flat internal hierarchical structure means the team high has degrees of autonomy, as described by Ian.

Ian: 'most people here are fairly, it comes back to being autonomous, you are left with your role to get on and do your job without a lot of people either hindering you or also people may be helping you rather than hindering you.' (Interview 1)

Boundary-spanning activities (inter-organisational)

Ashley focussed on the investment community, which comprises institutional investors investment advisors, Energy Co Board members and joint investment partners. Ashley undertakes boundary spanning with the investment community: both maintaining positive relations with existing investors and promoting the company to attract new investors and fund new acquisitions. Ashley talks about these relationships as being important long term and crafts them accordingly.

Ashley: 'I think if one has behaved with honour and integrity but also with in a reasonably sort of collegial way with co investment partners. Actually those relationships are important ones; I would say that banking is very different, banking is very much the deal this month as opposed to being investors at something that you have relationships with for many many years, very much more long term.' (Interview 1)

Simon deals with advisors and sellers, who assist him in meeting his goals of securing new assets. He describes his relationships with advisors as 'transactional', being focussed on short-term gains, such as obtaining information about competitors or transacting new purchases. Simon needs sellers to sell to him at the right price, but recently, Energy Co has found itself in a less powerful position, as more competitive buyers entered the market. The buying process operates by closed bids, so Simon does not have clear information about other bidders. However, he shapes his job in order to obtain information about the other bidders from advisors. This information, however tenuous, informs Simon's decisions about which assets to bid on, and which price to put forward. From time to time Simon is able to obtain information through informal channels, usually at entertainment functions hosted by advisors.

Simon: "There are only two business purposes for going to the drinks tomorrow night. One is because the lawyers who happen to work on these two deals for us over the last month will be there so it's a cheap celebration for them. And then the other senior person there, who is the guy who gave me the most information by accident will be there. And if he is similarly loose tongued this time he will just have up to date and more refined version of what he had last time." (Interview 3)

Bruce is the Operations Director, responsible for ensuring that contractors fulfil the energy plant maintenance and operational contracts. Bruce, a mechanical engineer by training, joined Energy Co within the past year, having previously spent most of his career working in the energy industry. He brings this experience in liaising with the contractors, with a view to improving productivity and efficiency. Bruce describes that what he enjoys most is the opportunity to get close to the operational areas of the energy plants, applying his inter-personal skills and technical experience to relate to them.

Bruce: "So within the operator I want to be out there, I want to meet them, I want to meet the organisation, introduce myself, give them a bit of my background so they know what I can and what I have done. I am not trying to impress anything but they

should definitely know well you are not a finance guy from London, you have a technical background, you have done this before we can actually speak with you. That opens up people... I believe in having a fairly tight relationship with them and try to talk quite a lot with them.' (Interview 1)

Bruce hopes that one day, Energy Co will run their own energy plants and that he will be heavily involved in this. Bruce expresses a preference for efficient working, with clear work processes, strategies and plans; however, Energy Co. run a very flat structure and a skeleton staff so there are insufficient personnel to organise this. During the course of the interviews, Bruce recruited an assistant.

Ian is the Finance Director, who boundary spans in respect of managing an outsource company responsible for maintaining the accounting records. During the course of the interviews, Ian describes the time it takes him to train the administrator to undertake tasks and relieve him of administrative burden. Ian undertakes several tactics to build a relationship with the administrator to improve their service delivery. Ian shapes his job by allocating administrative tasks to the administrator and his subordinate, to enable him to provide the calibre of financial advice that he feels is appropriate to his level and experience.

Ian: 'I suppose I am trying to train the administrator. Like today for example we had three of our accounts signed off this morning, well I think they have been signed off, straight away I have sent an email to them, send those accounts and the work books for supporting trial balances, get them over to tax, they are done. I want to train them so it's automatic not think about it in three weeks' time.' (Interview 3)

Cathy works with Simon sourcing and purchasing new energy plants (assets) and has a background in investment funding. Although Simon would prefer Cathy to undertake more relationship building in order to source new energy plants, Cathy feels constrained to do so. She attributes this constraint to the need to boundary span with an appropriate rank, and that many of the relationships are at Simon's rank. Cathy indicated during the interviews that her preference is in developing a database model to value assets.

Cathy: 'I tend to let Simon take the lead on the important relationships. But I would say that in terms of, because there are people that he has relationships with his level and then I have relationships with people at my level type thing.' (Interview 1)

The internally and externally directed activities of Energy Co cases are summarised in figure 5.2.

Figure 5.2: Summary of internally and externally directed activities by Energy Co participants

	Within the boundary	Across the boundary	Stated Preferences
Simon		Build relationships directed at Information gathering from sellers and advisors	Buying new assets, beating the competition
Ashley	Manage relationships with Energy Co board	Build relationships with large and small investors to secure long term funding	Building relationships with senior people in the industry, often based around interests of golf and cricket
Cathy	Develop asset pricing model for Gather and processing of management information, in liaison with Simon, Ashley, Cathy and Bruce	Tentative attempts at building relationships with sellers and advisors	Developing an effective model to base purchasing decisions on
Ian	Maintain internal financial processes	Liaison with Administrator for accounting services to relieve less desired aspect of the job	To focus more on financial aspects relevant to seniority level, than day to day accounting
Bruce	Report on operational contractor performance	Manage operational contractors: provide guidance and mentoring in order to improve efficiency	Preference for a higher degree of involvement in operational aspects
Judy	Internal role as an administrator, setting in place internal processes and data management systems.		

5.5 Case study description of Medic Co (John, Elizabeth, Lorna and Barbara)

In the UK, General Practitioners (GP) run health surgeries as partners in their own business, albeit within a complex environment comprising multiple stakeholders. NHS England make most policy and central funding decisions, but local funding is made through Clinical Commissioning Groups (CCG).

The General Practice comprises three surgeries in three geographical sites located in a city. The Practice has sixty employees, as well as eleven doctors who are also partners in the business. In order to attract funding and contribute to important policy decisions, the Practice needs to work closely

with in the CCG, National Health England, health ‘task and finish’ groups who look at specific aspects of health provision, such as how GPs deliver services to elderly care homes. The Practice Manager is required to sit on the Practice Managers’ Group, hosted by the CCG, to relay information about policy and funding that may affect the way the Practice is run administratively. A Partner represents the practice from a clinical perspective on the CCG Clinical Governance Group. The GPs are also able to shape their jobs to pursue their personal medical interests, for example, collaborating in research into childhood allergy, lecturing at the local University and establishing a centre for obesity management.

Medic Co participants were recruited through a personal contact of the researcher, Elizabeth. Interviews took place with three GPs: John, Lorna and Elizabeth, and Barbara the Practice Manager, between August 2014 and May 2015. Lorna and Elizabeth completed four interviews; Barbara completed three and John two interviews. On three occasions, John was not available for the scheduled interview. In view of this, I ascertained that John probably did not wish to participate any further and no further action was taken to pursue interviews. Each interview lasted around an hour, was conducted face to face, in the surgery where the GP or Practice Manager was based. John and Barbara are in their fifties, while Lorna and Elizabeth are in their forties.

Internal context (intra-organisational)

John takes on the role of lead partner, overseeing the successful running of the partnership. John has been at the Practice since 1988. Although having a clinical interest in pulmonary health, John has concentrated on his leadership role, having set in place internal processes around knowledge sharing. John explains how the partners all boundary span.

John: ‘Because we all have a share in the business, we’re all on an equal footing with one another, and we can all represent the Practice individually in different environments. So for example we have partners who are on the CCG board, we have people who are on the local medical committee, we have people who are liaising with

research, we have people working with the medical school and then there's GP training and there's different working groups within the CCG. So we can all individually be active in different specialised areas but then bring that back into the partnership. And the partners in the business, it's our business and we're all equal so we're like multiple bosses within our own little organisation.' (Interview 2)

John had overseen several staff changes, as over the previous couple of years, two highly experienced partners had retired from the Practice. During the course of the interviews, John explained the coordination role that he has developed in order to enable information sharing and collaboratively based decision making.

John: 'We do tend to go to things singly so the knowledge is residing within one person until it's shared with others. I suppose that's part of my role, together with Barbara, is that we pick up things that then need to be put on a partners meeting agenda for example and discussed formally and maybe some agreement made. So I suppose it's probably fair to say that I will get copied into things that don't necessarily go to everybody so there is a sort of coordinator role there I suppose. I think probably it's mainly meetings, teleconference and emails are probably the main ways of dissemination.' (Interview 2)

John's data was triangulated with that of Barbara, who elaborates upon the internal processes through which information is exchanged.

Barbara: 'We have a monthly partners meeting and at that meeting, it's 3 hours, and it's an opportunity basically for us to all get together. It's very collaborative I am really impressed about how collaborative the partnership works. And it's at that meeting that I feedback on operationally what is happening within the Practice. And then every day they have what they call a book call which every day at 11 each site connects through a conference call.' (Interview 1)

Barbara further notes the collaborative approach to decision making among the partners.

Barbara: 'There is a lot of decision making and there is a lot of, it has to be a majority, they all have to agree... I understand that they need to be involved in the decision making, they are very collaborative, very consultative and I think as a group of

people they are great. The fact that they really are considerate of each other, which bearing in mind they are across three sites that's good in itself.' (Interview 2)

John is the lead partner, therefore notionally can influence the other doctors' latitude and perceived opportunity to craft. John supports the partners in shaping their jobs according to their needs and preferences. Both Lorna and Elizabeth are also partners in the business and therefore co-own the Practice. Lorna has been at the Practice for eighteen months, Elizabeth for twelve years. Each of the partners take on a specific boundary spanning role with clinical related groups, such as the CCG governing body (Elizabeth), or various 'task and finish' groups (Lorna), which are set up across Practices and with CCG and other agencies, targeted around a specific health issue. Internally, Elizabeth is responsible for administration of health compliance in the Practice, and Lorna takes responsibility for research and teaching.

Barbara, the Practice Manager is responsible for ensuring the smooth running of the three surgeries. The job encompasses: human resources: managing employees, recruitment, health and safety; managing the finances and ensuring the doctors have access to financial information to make decisions; managing the buildings, which are owned by the Practice, and liaison with NHS England to try to secure funding and ensure adherence to policy and regulations. Because the Practice is owned by the doctors, the Practice Manager needs to obtain consensus from them on most decisions. The Practice Manager is also required to sit on the Practice Managers Group, hosted by the CCG. The purpose of this group is to relay information about policy and funding to that may affect the way the Practices are run.

The internal context is characterised by low task inter-relatedness between the GPs, but a high degree of coordination of work schedules to allow internal information exchange. The GPs are partners (joint owners) therefore have some degree of latitude in the ways they shape their jobs. They coordinate work schedules, partner meetings, information flows, decision-making, as well as individual contributions with respect the external context. There is a flat organisational structure and the partners manage via 'round table'. The

medical aspects are managed by the partners, while Barbara oversees the administration and reports to the partners.

Boundary-spanning activities (inter-organisational)

Medic Co function within a complex inter-organisational environment. Performance requirements come from the NHS, as do financial resources. Any changes to practices or procedures are imposed by the environment but can be indirectly influenced by the Practice, through partner involvement in initiatives such as the task and finish groups. Involvement in these initiatives also gives partners an opportunity to pursue their clinical interests. The Practice puts forward partners to take part in policy development groups. Although in theory the 'Chinese walls' between each doctor's role as advisor and their role as a Practice partner, mean they should remain neutral, in practice, involvement signals that the Practice has an interest in policy development. The partners, through internal coordination, agree who should volunteer on which policy groups, based loosely upon personal interest.

John's boundary spanning was limited at the time of the interviews, due to his focus on managing the Practice to ensure coordination. The coordination between the partners enables information exchange, which is a valuable underpinning of Practice functioning. Anecdotally Lorna informed the researcher that John had instigated boundary spanning related to his clinical interest in pulmonary health. However, this could not be verified, as John withdrew from the study.

During the course of the interviews, Lorna worked on a task and finish group in elderly care. Her role in this group was to provide clinical input as a professional, rather than as a Practice partner. Involvement in the group can present a conflict of interest, if the findings of the group are put to the CCG committee for a decision that may lead to adverse or an advantageous outcome for the Practice, such as more or less money, or workload. Lorna talks about how she manages the potential conflict of holding multiple identities in these situations by mentally ring-fencing each role, and behaving according.

Lorna: *'So you are there as an individual but actually because you work for a surgery or at a surgery there is a conflict of interest because you know what your surgery is going to come out at from this. But I feel I can, not separate the two completely but I try very hard to separate the two, that I have to do what's right for that CCG meeting...'* (Interview 3)

Lorna recounts an example where she had been involved in a decision that might adversely affect the Practice and the way she shaped her job by gathering other Practice partners' views, to manage the conflict of interest.

Lorna *'So what I did was I said at the meeting 'I know this is potentially a conflict but you know I work at Medic Co Practice and you know that there were concerns raised about the funding so these are the answers I have had back', and I read out the emails in reply. So not only did they have my view as a clinician but they also had some other clinicians' views. So it's a case of carefully wording both the emails and the way that you present it.'* (Interview 3)

In her spare time, Lorna undertakes research in allergies, which is her clinical area of interest. John permits Lorna to alter work schedules in order to do so. Lorna has shaped relational boundaries with other researchers, based around shared interest in allergies. Lorna has developed her expertise such that she is now invited to be a frequent collaborator in national events and research papers. Lorna mentions several instances of chance conversations at meetings and conferences that provided opportunity to shape her job with others in her area of clinical expertise.

Lorna: *'I just go to the meetings because I think somebody should go. But then when you start talking to people at these meetings, and if you have sat on say national committees and things, you have an idea of how you talk to people and you have an idea of what's going to make people think. And it's not always just putting your own opinions forward, it's getting people to discuss things. So then when you do that people like to think oh well, when I'm doing something I'll get you involved. And that's how it seems to happen with me.'* (Interview 1)

Lorna boundary spanning with a local research institution. Throughout the interviews, Lorna speaks about frustrated attempts to generate funding

through a local research institution, comprising many meetings over a period of years. The meetings are marked by disappointing inter-personal exchanges. For example, during a meeting Lorna held with the research committee:

Lorna: 'One of the consultants got up and walked out, there was one paediatrician there who actually spoke about sitting on a national committee where they decide on which illnesses they survey. And the sort of illnesses I was talking about with the non IG allergy, which is all the bowel type allergies etc. He said he had been asked about but when it wasn't really a disease and it was a collection of subjective symptoms described by parents you couldn't classify it as a disease, so it wasn't going to get anywhere in the college as being recognised.' (Interview 4)

Lorna describes how that interaction with the paediatrician altered the way she wanted to shape her job. Lorna: *'So then you feel like if you are up against that it's very difficult to take our work forwards.... if he is negative about it you feel negative.'* (Interview 4)

Lorna also holds a teaching fellowship at the Medical School of a local University. Lorna describes teaching as a source of satisfaction.

Elizabeth's role is to represent the Practice at CCG meetings, a discussion forum aimed at information exchange. Any matters to feed into this group or feedback from the group are discussed with fellow partners during the daily partner meetings. Elizabeth notes her role as being one of representing the Practice and voicing concerns on the behalf of other partners. Elizabeth shapes her job in order to influence and input to the discussions and sees herself as a gatekeeper of the CCG decisions.

Elizabeth sees the meetings as a means through which the CCG demonstrate their accountability for decision making. Since the Practice is also the largest in the area, Elizabeth sees her role as instrumental in CCG decision-making.

Elizabeth: 'I like to think that I can effect change on services that patients receive and actually improve it, so that's very rewarding.... I am not one for not being heard and I am usually one of the first people to speak. So I can honestly tell you there has not been an occasion where I haven't actually got some kind of opinion' (Interview 1)

Lorna notes: *'I know Elizabeth is quite vocal and Elizabeth will let her mind say what she thinks.'* (Interview 3)

During the course of the interviews, there is a public scandal involving a senior member of the CCG, which Elizabeth feels was handled inadequately by the CCG. Elizabeth see this as a poor reflection of the health service in her area and takes some responsibility for it. She talks about the effect this has had on her and how it has led her to question her affiliation with them.

Elizabeth: *'I do like doing it (representing the Practice at the CCG meetings) it's all that whole business has actually tainted it a bit. I would have felt uncomfortable and I was actually thinking of saying to my colleagues look I no longer have confidence in these, whatever mysterious processes that are going on, I no longer have any confidence in them and I don't wish to be a spokesperson any more. I had considered that and now I am in a quandary now.'* (Interview 4)

Prior to the interviews, Elizabeth secured funding to take part in a nutrition clinic, as the locum doctor, along with a non-clinical business contractor, to pursue her clinical interest in nutrition. Elizabeth states how she hopes this project will inform national policy.

Elizabeth: *'On a personal level that's what its all about isn't it, to try and influence national policy. And that's why I am involved in, or that's why I would go to national obesity forum conferences for example is because we want to try and find a voice for this condition and to raise the profile, get it in the press, get it in the polices.'* (Interview 1)

However, during the course of the interviews, Elizabeth reveals how the contractor systems and processes are not as expected and that the venture is not as she had hoped. At the time of the final interview, Elizabeth was in the process of trying to influence recruitment of a manager to oversee the processes and improve the venture.

Elizabeth holds an internal role of managing compliance for the Practice. However, this was a less preferred aspect of her job that she tried to pass to another partner.

Elizabeth: *'We had a new partner start here and I actually asked them if they would take on, for example, the clinical governance role, if they were interested in that. I would never insist that someone had to do something that really wasn't, but actually if you're going to be a partner you need to actually take on some of the responsibilities. So they did that and then they've promptly resigned. So the assumption is that when they've gone, or ceased to be a partner in January, then that will come back to me. So I tried but failed.'* (Interview 2)

Barbara boundary spans with other Practice Managers and NHS representatives. During the interviews, Barbara expressed a preference for team working, and drew upon her previous experience as an industry executive to explain this. During the interviews, Barbara described how she shaped her internal role and that of others to spread responsibility for administration between the three site managers. With respect to boundary spanning, Barbara attends the monthly Practice Manager meeting with other managers in the area. However, data reveal how Barbara and a few other Practice Managers have generated their own meetings, on an informal basis, culminating in ongoing collaborative crafting across the organisational boundaries.

During the interviews, Barbara describes how she is building a formerly fractured relationship with key NHS England personnel with respect to building a replacement Surgery.

Barbara: *'I think whatever you do relationships are key, it doesn't matter what you think of anybody, it's the relationship and communication....it doesn't really matter what you want it's what they are prepared to commission, it's what they (NHS England) are prepared to say yes to.'* (Interview 1)

The internally and externally directed activities of Medic Co participants are summarised in figure 5.3.

Figure 5.3: Summary of internally and externally directed activities by Medic Co participants

	Within the boundary	Across the boundary	Stated Preferences
John	Internal role as Practice lead Ensure internal processes of knowledge exchange between boundary-spanning partners Internal role as compliance lead. Attempt to hand over role to other partners		To lead a successful Practice where partners work well together Clinical interest in pulmonary health
Elizabeth		Petition for resources and represent Practice interests with CCG Instigate a funded venture aimed at reducing obesity	To become more involved in strategy aspects of the Practice Clinical interest in nutritional health aimed at improving awareness
Lorna	Internal role as Research Lead, focus on teaching placed trainees	Represent a clinical perspective on Task and Finish Groups (not representing the Practice) Teaching role at local university Pursuit of clinical interests via research and presence on national decision making fora Successive thwarted attempts at collaboration with a Research Institute	Clinical interest in allergies aimed at improving diagnosis and treatment
Barbara	Enhance internal administration to ensure smooth functioning of the Practice	Collaboration with other Practice managers regarding internal administration Relationship building with NHS personnel regarding build of new premises	Team based working, rather than working alone Draw upon prior experience of relationship building as a means of working effectively

5.6 Case study description of Air Co (Siobhan, Karen, Julia and Sam)

Air Co is an organisation that provides emergency airborne transportation to support emergency health needs in Eastern England. The organisation is a registered charity and entirely funded by donations and fund-raising activities. The management of Air Co is overseen by a Board of Trustees and a Chairperson. The organisation comprises four offices in the region and around thirty full-time staff, along with around 300 volunteer fund-raisers, seconded doctors from local hospitals, and contracted pilots.

Air Co were recruited via a personal contact, who introduced me to Siobhan and three colleagues interested in participating in the research in October 2014. All agreed to take part. Interviews were conducted with three full time permanent staff: Human Resources (HR) Director Siobhan, HR manager Sam and Operations Manager Karen. Additionally, interviews were conducted with Julia, a part-time volunteer office assistant, otherwise retired. Siobhan and Karen are in their early forties, Julia her eighties and Sam is in her late twenties. Interviews took place between November 2014 and January 2015 in the offices of Air Co. Each interview lasted an hour. Sam, Karen and Julia completed three interviews each and Siobhan two interviews. None of the

participants attended the final scheduled interview and communication with Siobhan was unsuccessful, suggesting she may have left Air Co. Furthermore, during her second interview Siobhan revealed an event, which led her to question her continued role at Air Co, further suggesting that this may be the case for not completing the scheduled four interviews.

Siobhan: 'I know that I will finish off what I'm working on and will probably move on to be honest, to drop that in.' (Interview 2)

Internal context (intra-organisational)

Participants were all based at the administrative headquarters of Air Co. Siobhan had moved to the role of HR Director twelve months previously, after around twenty years with a civil engineering company. Both Karen and Sam had been with the organisation for two years. Karen is responsible for operational aspects such as managing the fleet of vehicles and IT facilities. Sam joined Air Co at the same time as Siobhan, providing support in Human Resources. Julia is a retiree in her eighties who had worked for Air Co as a volunteer administrator and fund-raiser for several years. The internal context is described by Sam, as follows:

Sam: 'It's just because it's a small place you do end up picking up more things because there's just actually... Whereas there'd probably be a whole job dedicated to one thing in a larger organisation, there isn't actually a person to do it here because we're that much smaller.... I much prefer this, everything, involved in everything. It makes it much more interesting. There's so much variety and so many things to get your teeth stuck into that, yes, I would much rather have variety than the same thing over and over again.' (Interview 2)

Siobhan reports to the Chair of Air Co, who is ultimately responsible to the Trustees. Since its inception around 2000, Air Co has grown dramatically. At the start of the interviews, Siobhan had been recruited to initiate a number of changes to introduce and standardise HR and organisational processes across Air Co. However, at interview 2, Siobhan discloses that the Trustees have recruited a new senior position without her involvement or input. Both

Siobhan and Sam describe how this experience has challenged their professional integrity.

Sam: 'If it (HR recruitment process) isn't followed by very senior members of staff. And then I feel like sometimes my professional integrity is compromised a little bit because we're saying to people this is the way that we're doing things now.'

(Interview 3)

Boundary-spanning activities (inter-organisational)

Air Co are unusual in that around 300 of its 'workforce' are volunteers. At the commencement of the interviews, both Siobhan and Sam were liaising with the volunteers as part of the organisational change programme. Siobhan expressed this as a difficult aspect of the job, since many volunteers had been with the charity for some time and had specific views about it and their role. In addition to the volunteers, Siobhan boundary-spanned with local hospitals in order to secure doctors and liaise on medical aspects. Siobhan also undertook networking with local groups, in order to raise the profile of Air Co. During the course of the interviews, Sam undertook a small amount of boundary spanning with a recruitment agency, but there was no data to suggest she crafted this aspect of her job.

When boundary spanning with local hospitals Siobhan draws upon her previous experience in order to ensure she is talking to the person at the correct level who can make the required decision.

Siobhan: 'I've been in bids and been involved with competitive dialogue and messaging to the clients. You go prepared don't you, not as a spiel to sell but you need to know what your unique points are as far as how to engage. So I do go prepped.' (Interview 2)

Karen predominantly boundary spans with external IT and fleet management providers, liaising between them and operational staff using those facilities. For example, when vehicles required servicing or repairs, or when IT equipment requires replacement or repair. Karen shapes her job through

adherence to procedures and her inter-personal approach, as described in the following excerpt.

Karen 'It's very important to me that that the person likes the way I handle them. They haven't necessarily got to like me, it's not a popularity contest but I want them to like the way I am with them. And if I am busy and a little bit short they know it's purely because I haven't got time to talk to them and they get that. So it's quite important to me.' (Interview 3)

Karen puts this preference down to a negative experience in a previous job.

Karen: 'I've got that from experience of working for somebody who you really don't want to be there for, you don't want to be there for them. You don't want to work with them and for them because there's no respect. I think respect is quite a big one for me.' (Interview 3)

Julia is a volunteer who works in the office, and volunteers to undertake fund raising activities. Julia boundary spans of sorts, because she liaises with permanent office staff and volunteers. In this sense, the boundary is not 'organisational' but rather one that demarcates contracted workers from non-contracted workers. Julia describes how an invitation to a leaving function made her feel part of the regular Air Co office staff, rather than a volunteer.

Julia: 'I think what made it for me was ... about 18 months ago...one of the girls asked me to her leaving do and that made it, now I am part of it, it sounds silly doesn't it. But to be asked out, people are going out and you want to go out but you don't like to push in and say 'can I come?' because you don't know how they would go to it. So when that happened from then on I have just been invited to everything which is good.' (Interview 1)

The internally and externally directed activities of Air Co participants are summarised in figure 5.4.

Figure 5.4: Summary of internally and externally directed activities by Air Co participants

	Within the boundary	Across the boundary	Stated Preferences
Siobhan	Internal role as HR Director responsible for all HR aspects, management of office staff and updating of internal processes	Liaison with hospitals HR departments in order to secure and contract doctors Attending networking business events in order to promote Air Co	Be an HR 'professional'
Sam	Internal role of managing Air Co HR processes	Appointing recruitment agencies	
Karen	Managing facilities such as vehicle fleet and IT provision	Liaison with vehicle companies and IT equipment providers	Others to consider that she has dealt with them well. To be in an environment where she is treated with respect
Julia	Providing to support to administrative staff	Fund raising raising with volunteers (for example, Christmas card sales)	To keep busy and 'feel part of things'

5.7 The Individual Boundary Spanners

Six individual boundary spanners took part in the study: Marcus, Steve, Patrick and Diane were recruited through a Doctoral student, while Jo and Alex were recruited through the University Executive MBA programme.

5.7.1 Case description of Marcus at Military Co

Marcus is a quality assurance adviser of military equipment in the defence sector, working with manufacturers, deployment personnel and end users to ensure equipment is fit for purpose. At the start of the interviews, Marcus has been in this role for nine months. Due to the nature of military work, this role is a placement. Over the interviews, Marcus states that having a job that is challenging and interesting is personally important to him. At interview four Marcus suggests that he may leave the military if he is unable to secure as rewarding a role after the current placement concludes.

Although Marcus is not supposed to offer equipment solutions in current role, he describes how this presents a personal dilemma, since problem solving is something he enjoys and that suits his engineering background. Marcus shapes his job in ways that allow him an outlet for inputting to equipment

solutions, through influencing others. Marcus is in his late forties and has been in the military for all his working life. He describes himself as an engineer first and military man second.

Marcus was interviewed four times between April 2014 and February 2015, via telephone. Interviews lasted an hour.

Internal context (intra-organisational)

Marcus has a team of four, who assist him in undertaking audits and specifications. During the course of the interviews, one team member left and another was on long term absence. Marcus talked about how the support of his management team meant that his team's workload was adjusted until he filled the posts. Marcus' management approach was to develop his team's skills across all aspects of the work, to enable flexibility in resourcing work.

Marcus liaises with colleagues in the delivery team, because they are responsible for procuring, deploying and maintaining equipment on behalf of the military. Marcus also liaises with end users to ensure the equipment meets their needs. Having working the military for over twenty years, Marcus has built up many internal contacts. At interview 4, Marcus describes how he utilises a contact to source two highly recommended team members, thereby circumnavigating unwieldy internal HR processes.

Boundary-spanning activities (inter-organisational)

Most of the boundary spanning Marcus undertakes is with manufacturers. This includes meetings where Marcus provides expertise into the quality aspects of the design and development of equipment, and audits where Marcus ensures the manufacture is adhering to standards. Marcus notes that because he is an assurance advisor, he can usually 'play the assurance adviser card' to gain access to meetings, or important industry people.

Marcus: 'If I need to understand more about the project, I really just develop my own understanding. Yes, it's literally just a case of, it's quite easy because I pull the regulatory card and say I need to come and understand this and it's quite easy to

gate crash meetings. It's not doing it in so much that I want to push regulation down their throat, it's so I can understand what it is they're trying to achieve.' (Interview 2)

Marcus describes how he establishes who the person is, at the appropriate level to serve as his contact during site visits. Marcus' inter-personal approach is based on building openness and trust. One of the ways he describes doing this is to adapt his use of language when talking to industry, compared to the command and control approach applied in the military.

Marcus: 'The big difference for me and a lot of military people in regulatory speak we make sure it aligns to our civilian peers so we use lots of terminology such as shall, should, must and things like that. Whereas in the military we say 'you are to' and that's a direct order, it's not how it fits (with civilians).'' (Interview 1)

5.7.2 Case description of Steve at Edu Co

Steve is a business owner in the education sector, who provides career services and professional development, working with organisations, local authorities and education providers. Funds are generated through schools, or through grants that support school career development and teacher professional development. The business has no employees, but over the course of the interviews, Steve grew the career advice side of his business such that he appointed eight private contractors. At the same time, Steve reduced the professional development side of the business due to funding constraints and a recent experience of a bad debt. Steve is a former teacher in his mid-forties and launched the business seven years ago. He works from home.

Because Steve works from home, interviews were conducted in a local café between April and December 2014 and each lasted an hour.

Internal context (intra-organisational)

Over the course of the interviews, Steve increases the career service side of the business, from nine to twenty schools buying his services. Steve notes that he now needs to spend some time attending to management type activities in order to ensure his contractors deliver a good service to the schools they serve.

Steve: *'You're managing people, which I've done before but I hadn't done for a while because in the early stages of the business it was more just me. So now I've got 8 people to manage, all different personalities, different needs, different strengths, different weaknesses etc. So on a day to day basis it's generally good but there's always once a week something flies up that you think oh, I've got to deal with that.'*

(Interview 2)

Boundary-spanning activities (inter-organisational)

Throughout the interviews, Steve refers to himself as entrepreneurial and describes various occasions where he derived enjoyment from achieving a sale.

Steve: *'I think one of the big things about being an entrepreneur is that buzz of making things work... I can call the shots I suppose. I can't put it into words at the moment but there's a part of me revels in that.'* (Interview 2)

Steve goes on to describe a particularly rewarding moment: *'There is that sense of achievement that if you've got a school that, you know, I won't say which school it is but there is one school that has been notorious for just not wanting to take it (Steve's careers service) on board and they're on board from September.... So it's not all about money and catching a fish and all that but obviously it's bound to give you a bit of a buzz the more you get on board. There's nothing wrong with that.'* (Interview 2)

Steve utilises relationships in a Local Authority, having worked there as a contractor before setting up his company. These relationships are of mutual benefit and are mentioned throughout the interviews.

Steve: *'Before I set up (the company) I actually for a couple of years technically worked for the county council because I was employed by them to run this teacher contract. In fact, they were kind enough to say 'take the contract with you' because they realised that we should run it, so they were very good about that. And it worked, that valuable network of being with them has always worked. So it's to their benefit as well so a lot of local authority advisors for free come on our courses because a lot of those advisors work in schools, they influence young people, they have targets and all kinds of different things.'* (Interview 1)

Steve talks of a specific person at the local authority who provides access with schools: *‘That takes time to develop those relationships....and he will only trust me or any other organisation that he’s known for a long time and rightly so.’* (Interview 2)

For the professional development side of the business, Steve works with organisations willing to host education events. These events may be of mutual benefit in meeting organisational corporate social responsibility, but Steve has to persuade organisations to take part. He does so by demonstrating his understanding organisational planning timescales and cites a success rate of 90% in using this approach. Steve attributes his success to a combination of teaching experience and business acumen gleaned from his businessman-father.

5.7.3 Case description of Patrick at Train Co

Patrick is a head of faculty of technology and new media in a further education college of approximately 12,000 students. During the interviews, Patrick talked about his role in developing the construction part of the faculty, which he terms the ‘biblical trades’. His goal is to build partnerships with construction companies, who provide materials, sponsorship and work placements in return for a skilled workforce of college leavers. Patrick is in his late fifties and has worked in this role for twenty-eight years. Patrick was interviewed twice in May and July 2014, at university. The interviews lasted an hour.

Internal context (intra-organisational)

Patrick leads a faculty of six schools, comprising 110 lecturing and delivery staff. As such, he holds responsibility for line management of the staff, as well as education delivery of students. Patrick describes his approach to attending the internal aspects of his job:

Patrick: *‘My approach is to walk the patch every day, so you know your individuals, you know their strengths... My reputation is not to suffer fools so if somebody is under performing then they normally look for another job.’* (Interview 1)

Boundary-spanning activities (inter-organisational)

Patrick describes his extensive experience of boundary spanning with local and national organisations who may be interested in partnering. For example, his team organise regular business breakfasts to host prospective organisational partners. Patrick approaches these meetings by researching the attendees and strategically placing himself at the table. His inter-personal approach comprises a 'long term view' to meeting the aspect of the job that derives most satisfaction: *'Without question the meeting and the new deal.'* (Interview 1).

Patrick describes how he scans potential partners, then arranges meetings systematically. He also describes grabbing networking opportunities at events, or by speculatively cold calling. Patrick sums up his long-term approach.

Patrick: *'Something I learned some years ago was that no is only today, you shouldn't give up just because a company or an organisation or a customer says no we don't want to buy from you today, that is only today.'* (Interview 2)

During the course of the interviews, Patrick detailed stories of his networking with organisational leaders, many of which culminated in partnership agreements that benefitted both the college and organisation. Patrick describes his inter-personal approach as being relaxed and honest, in which he seeks some aspect of common ground.

Patrick: *'With that CEO, it was the fact that when I was 15 and like his father were both plasterers. It's funny when you are having a conversation with anyone you look for a little light that will come on or a switch just to get that relationship going. And a relaxed approach, honest approach, but something we had in common and from that he said can you come over and meet the board and discuss it further.'* (Interview 1)

5.7.4 Case description of Diane at House Co

Diane is a property development professional in her forties, working for a not-for-profit social housing organisation. Diane has worked for House Co for twelve of the thirteen years since its inception. Diane's job involves sourcing

land to build low cost housing and liaison with local authority planning offices and local counsellors in order to obtain planning permission, and working with developers to ensure the properties are constructed.

Diane: 'the main way we do our work is actually by us acquiring sites and then tendering contract works to local main contractors and working then directly with them on site to build those schemes out.' (Interview 1)

Once built, the properties are 'handed over' to the organisation housing association team for rental and management. At the first interview, Diane was aiming to secure building 400-500 homes over the coming four years. Recent government changes however, gave more power to communities in the planning process. Since Diane builds low cost housing there is increasing community resistance to planning, which Diane terms NIMBYs ('not in my backyard'). This resistance means that Diane spends more time and effort on boundary spanning activities (mainly representing the interests of House Co.) with local counsellors, at public fora and with local media. Diane also faces challenges in the increasing difficulty of obtaining funding, and competition from commercial developers to obtain sites. Despite these difficulties, over the course of the interviews Diane was successful in securing low cost funding, development sites and a management contract that enabled her to increase her team from seven to ten. During the final interview, Diane revealed that she was in the process of liaising with her boss with a view to upgrading her role.

Diane was interviewed four times between May 2013 and December 2014. Three interviews were conducted face to face in Diane's office and one via telephone. All interviews lasted one hour.

Internal context (intra-organisational)

Diane works to the Head of Service, who she describes as '*very supportive*'. She is required to liaise internally with the housing rental team. In addition to achieving her professional aims of building new houses, Diane expressed a strong preference for leading and developing her team throughout the

interviews. Diane talks about the ways she has expanded and built a personal development programme for her team.

Diane: 'I love, as you know we've talked about it before, I love the personal development side of what I do. So being able to then give those people the skills to make them independent Project Managers is so exciting, it's lovely, it's really good.'

(Interview 4)

Boundary-spanning activities (inter-organisational)

Diane boundary spans with the local authority strategic housing team. Diane describes having built good relationships over the years, facilitated by monthly meetings. These meetings enable Diane to obtain information around potential sites, scope out planning issues and provide the planning team with information on House Co plans.

Diane: 'The strategic housing team are the main group that we deal with. So there are probably four or five individuals that we meet with continuously still on a monthly basis to make sure they know what we are doing. Which means they can do their job better and people go, within the council, to them, they have got the right answers so they don't feel like they are not being kept updated or informed. That's really important.' (Interview 1)

Diane boundary spans with local authority counsellors. Counsellors represent local residents as elected officials, so can potentially block planning permission. Diane adopts a different approach when dealing with these officials, depending on whether she perceives there may be mutual benefit in the development plans.

Diane: 'it is just about trying to get your message across as gently and as firmly as you possibly can....we are very submissive in our role with the councils, unless its something they particularly want to bring forward, either because it's good for them or it's good for the people they serve.' Diane 3

Diane boundary spans with developers. Developers are effectively in a supplier relationship and managed by Diane to ensure they build on time and to

specification. Diane speaks of how she has organised internal team roles to boundary span with housing developers.

Diane: 'What we have done recently in the team is try and give each of the developers a specific relationship manager within the team, so they know who to pick the phone up to and who is dealing with their offers. And that seems to be working ok.... So we can build up those direct relationships.' (Interview 1)

5.7.5 Case description of Jo at Survey Co

Jo works in the construction industry. For the past three years, Jo has run a surveying company comprising herself and a part time office assistant. Jo spends around a third of her time volunteering to sit on a range of Boards aimed at building skills and collaborative endeavours with developers, local authorities, trades bodies and enterprise bodies. Jo talks about why she undertakes her work in this way.

Jo: 'I'm a female in construction but I also kind of felt as part of that having this interest in skills that part of my, not my duty but, you know, it's a very useful tool to inspire others of the opportunities that exist. So in starting up the business, skills, raising aspirations, have always been core to some decisions.' (Interview 1)

Jo is in her early thirties. Four interviews were conducted between September 2014 and January 2015, face to face at the university and each lasting one hour.

During the interviews, Jo described how she is very active across a range of Boards. She specifically mentioned one profession based Board, two skills based local authority related Boards and one profession based charity Board. Jo was also invited to talk at skills events, lecture and present to schools. Jo attributes this activity to 'putting herself forward' and provides examples of volunteering, for example, to take on the role of treasurer or by offering to make presentations.

Jo is often invited to present at events or get involved on other Boards, based upon the connections she makes through her Board work. Jo sees this profile as also benefiting her company.

Jo: *'because of my role on different Boards, and people know who I am and what I can do, I got a phone call the other week going would you come and be one of the keynote speakers for us. And that's in front of 3,000 students. And you've got large construction companies, they've paid a lot of money to get their keynote and I don't pay anything, because there's that profile that 'oh yes, we can ask Jo and she will deliver.'* (Interview 1)

During the second interview, Jo describes a re-evaluation exercise she undertook around the aspects she enjoyed across her Board work and her business, which led Jo to drop her less enjoyable Board representations. At the fourth interview, Jo revealed some unpleasant experiences in her business, including a dispute and the firing of her company by a client, who she thought she had a good relationship with.

Jo: *'October was meant to be quite quiet, to rethink where I wanted the business to go. And I don't know, it probably wasn't that long after we last spoke, I was sitting down doing things and I thought I don't really enjoy this (the business), I much more enjoy some of the other stuff that I do.'* (Interview 2).

5.7.6 Case description of Alex at Estate Co

Alex is a strategic development consultant within a medium sized property development and maintenance company who specialise in property ventures with local authorities. Alex has been a business development consultant for less than a year, although she has been with Estate Co for eight years. Her role is to lead joint ventures, either through setting them up, or helping potential joint venture clients in an interim or consultancy role. The configuration of work at Estate Co means that Alex has some latitude to shape her role by deciding which work she takes on. Alex has a background in commercial design and is in her mid thirties. Estate Co are a national organisation with an increasing profile in helping local authorities maximise their property portfolio through various lease and development options.

Alex's role is externally directed and comprises boundary spanning with clients, at client sites as part of an interim manager role, as an expert advisor to property development design phases along with clients, and with a range of

potential clients in a business development (sales) role. Alex was interviewed four times between September 2014 and April 2015. Interviews took place face to face, in a meeting room at Alex's office and lasted an hour.

Internal context (intra-organisational)

Estate Co has experts in design, surveying, construction and project management. As part of her role, Alex liaises with other areas of the business to source resources to work on joint ventures or to put forward in sales proposals. Alex describes this process as very straightforward.

Alex: 'You'd go through and you'd email around all the Directors and you'd say have you guys got a quantity surveyor...' (Interview 1)

Although she has experience of managing a team, during the interviews Alex was not responsible for management. She had three colleagues and worked to the Head of Development. Alex describes herself as younger and less experienced than these colleagues, but also suspects she is not as well paid. Alex describes a good relationship with her boss and that they have agreed a salary review if she is able to generate sufficient new business. Throughout the interviews, Alex describes herself as very ambitious and hard working.

Alex: 'I want to be seen as successful, I want to afford the nice car, I want to afford the nice holidays and the big house, and I feel like I'm getting there now.....it's really super-duper important because my career and my job pays for the nice holidays, the nice car that we've just ordered for the first time ever, and ensures that my kids are going to have a better quality life than us. Not that I had a bad one but it's that perpetual wanting to improve on what you had and that's why it means a lot to me.' (Interview 1)

Alex 'I want to do well at my job because I'm ambitious and I would like to be in charge. I like being in charge of stuff, I just do, I just liking being in charge of things.' (Interview 3)

Boundary-spanning activities (inter-organisational)

At the time of the interviews, Alex expressed how she shapes her job through a 'short term strategy' of being helpful and saying 'yes' to opportunities.

Alex *'My strategy at the moment is within reason put your hand up and say 'I'd be interested in that'. You're not committing yourself massively but I am interested in helping with that ... so that they see me as a 'can do' person rather than a 'can't do'. So that when one of those really fancy interesting opportunities comes up they would think of me. That's my short term strategy.'* (Interview 2)

However, at interview 3, Alex describes how this strategy is impacting upon her personally.

Alex: *'I do lie in bed at night thinking damn it am I actually going to be able to fit all of this in. But then again at some point I am going to have to turn round and say no to some stuff eventually. At the minute I think it's just about manageable even though I'm really tired but it is just about manageable.... I find it a bit exhausting. So why I'm doing it in the way I'm doing now? Because I suppose in some sense if I'm being completely honest I'm a bit scared of saying no to anything at the minute. So I haven't said no to a lot which is why I was a bit poorly the other week, I genuinely I can see that now, I was very very very tired.'* (Interview 3)

During the interviews, Alex talked about three main areas in which she boundary spans - in an interim role with a London based local authority, providing advice as the design stage to another London based local authority and representing Estate Co as the early stages of discussions with a Belgian authority. Alex stated that her interest in this was sparked by her ambition to work overseas.

At the time of the interviews, Alex was working three days per week in an interim role with a London Local Authority (LA) while a future joint venture was set up. In this role, Alex worked as part of the LA team producing reports for the LA programme lead, who was effectively the Estate Co customer. Alex describes how she 'over-delivered' the work expected of her, in order to impress and build the reputation of Estate Co. Alex saw this as important in the LA decision to go ahead with the joint venture. Although Alex could undertake her interim role from her office, with the occasional 200 mile round trip to the LA, she chooses to base herself in their office. Her reasons are to elicit the information she needs and to represent Estate Co.

Alex: *'I think it's really, really important to be there in their office because that sort of ability to get that sort of tacit knowledge of what's going on but also to ask subtle questions around certain things, you start to piece together the bigger picture, and I think being sat in amongst them all definitely helps do that.'* (Interview 2)

During the course of the interviews, Alex described a number of new business opportunities. The role she spoke of most often was managing the design process for another London LA. In addition to managing this, Alex undertook the 'control' design – one to which other designers and architects presented their competing ideas against – a role Alex describes as enjoyable and personally satisfying, because she has a high degree of autonomy and feels valued for her expertise.

Alex: *'I've done this role before but not in such an advanced capacity. And I get to sit there and give my opinion on stuff and say 'I don't like that' or 'I do like that' and it's very much as I say in control again. And have my autonomy to be able to make decisions ... I sat in meetings yesterday from eight thirty in the morning and I left their offices at seven o'clock last night and drove three hours home. And I was not bored at any point during that day.'* (Interview 3)

Alex goes on to explain how she has shaped her role such that it would be difficult for Estate Co to hand it over to anyone else in the company.

Alex: *'I just love that project, no-one else can take it over anyway so that's quite good. I've managed to carve it out in such a way that, well not carve it out maybe but by default nobody else in the company would be able to pick that up now. I'm too ingrained in it and far too far along the process for anyone else.'* (Interview 3)

An important event recounted by Alex was a conference in which she established a new business contact from Belgium. This contact was important to Alex because of her desire to work abroad at some point, as well as her ambitions to generate new business. Alex recounts that she approached this contact because she of the way she saw herself in her new role.

Alex: *'When I was younger I was always quite nervous about how I was perceived by others and I would have just sat at the back probably. But now in the role I'm in now I really feel like I have to show a value and that the reason they're employing me is*

because I can, and my titles Strategic Development Consultant so I need to find ways of developing our industry by consulting with other people and joining up the dots basically.' (Interview 3)

Alex describes her plans for developing the relationship.

Alex: 'The Belgium Embassy are sending representatives next week to come and meet me here. And they're going to meet me with a guy who's in charge of our sustainability side of housing development to see if we can actually arrange an opportunity to take people to Belgium.... our guys are desperately trying to find suppliers of particular products, Belgium wants to get their suppliers into the UK, and I'm working quite happily in the middle joining everybody up.' (Interview 3)

The internally and externally directed activities of individual cases are summarised in figure 5.5.

Figure 5.5: Summary of internally and externally directed activities by the individual participants

	Within the boundary	Across the boundary	Stated Preferences
Marcus	<ul style="list-style-type: none"> Allocate team work activities and ensure development of team skills and experience Liaison with delivery teams to ensure assurance of new equipment 	<ul style="list-style-type: none"> Working with manufacturers to ensure compliance with safety and performance specifications 	<p>Problems solving and being involved in identifying solutions. Engineer first, military second</p>
Steve	<ul style="list-style-type: none"> Coordination of work activities and management of careers advisor associates 	<ul style="list-style-type: none"> Liaison with local authority education services who commission services and may recommend Edu Co to schools Seeking collaborations with local organisations to host educational visits by teachers Selling careers services to schools and petitioning for teachers to attend educational visits to organisations 	<p>An entrepreneur and businessman. Preference for activities that generate financial success</p>
Patrick	<ul style="list-style-type: none"> Managing faculty staff, setting strategy, coordinating resources 	<ul style="list-style-type: none"> Constantly scanning for opportunities to collaborate with business (who provide sponsorship and materials in return for skilled workforce, networking and building contacts. 	<p>Meeting people with a long term view of relationship building and making deals</p>
Diane	<ul style="list-style-type: none"> Managing team, undertaking personnel development and role allocations 	<ul style="list-style-type: none"> Liaison with Local Authority planning team, exchange of information Liaison with local counsellors, representing House Co plans, provision of information Appointment and management of property developers to ensure housing built to plan and budget 	<p>Building her team and personnel development</p>
Jo		<ul style="list-style-type: none"> Representing the perspective of a female in construction on numerous construction related boards and at skills events Provision of surveying services to own business clients. 	<p>Having a 'voice'. Reviewing preferences during the course of the interviews</p>
Alex	<ul style="list-style-type: none"> Utilising internal contacts to pursue opportunities 	<ul style="list-style-type: none"> Relationship building and service delivery for existing Local Authority client and in a business development role Pursuing contacts from Belgium in case an overseas opportunity arises 	<p>Career oriented to build clients, so say 'yes' to opportunities Reviewing this approach during interviews, due to high work demands Long term preference to work abroad</p>

5.8 Conclusion

In this chapter, I have drawn upon the data to provide summary descriptions of the cases. The purpose of the case descriptions is to guide the reader by providing a backdrop for the analysis and main findings of the study. I therefore provided personal descriptions of some of the job crafting activities undertaken by the participants. I also included expressions of their needs and preferences that informed their approaches to job crafting. Because the

findings were generating from cross case comparison, my aim in taking this approach was to avoid repetition of case descriptions during the findings chapters. In chapters 6-9, I detail the approach to data analysis and present findings from the study.

CHAPTER 6 FINDING - A DARK SIDE TO JOB CRAFTING

6.1 Introduction

This chapter presents findings generated from the theme of dark job crafting.

Job crafting has been viewed as a positive means through which individuals generate a motivating job. However, data suggest a darker side to job crafting whereby boundary spanners craft their jobs despite organisational interests, or the interests of others. This dark side comprises shaping in ways that run counter to the formal requirements of the job, serving self-interest at the expense of the organisation or others, and offloading un-desired aspects of the job on others. Dark crafting thus refers to either the content of job crafting, the ways in which it is undertaken or the outcomes of crafting on others.

An over-arching characteristic of dark crafting is keeping it hidden from others. In the second phase of the analysis, I examine individual, situational and contextual properties that may give rise to dark crafting. These findings respond to **Objective 3**: Examine the relationships between job crafting and decisions in respect of collective working; and, **Objective 5**: Examine the 'how', 'why', 'what' and 'when' of job crafting with a view to contributing to conceptual and theoretical development.

The contribution of these findings is to illuminate a gap in our understanding of what Oldham and Hackman (2010) note as the more dysfunctional aspects of job crafting. It also questions the assumptions of job crafting literature to date, that crafting is directed at generating a personally enriched job. Analysis highlights contextual and motivational properties that give rise to dark crafting.

The chapter is structured as follows. Section 6.2 explains the process of analytical resolution that unearthed the dark side of job crafting theme, and three sub themes. The excerpts that exemplified each respective sub-theme are presented as follows: crafting by circumnavigating organisational processes, systems and procedures is in section 6.3, crafting in self-interest, despite the

interests of others is in section 6.4 and crafting less desired aspects of the job to others is in section 6.5. Excerpts exemplifying the over-arching theme of crafting in secret are presented in section 6.6.

Section 6.7 outlines the contribution of the dark crafting finding. Section 6.8 details a fine-grained examination of the excerpts to uncover how and why dark crafting may occur. The conceptual implications and propositions pertaining to dark crafting are detailed and an explanatory model presented. The chapter concludes in section 6.9.

6.2 Analytic resolution: the dark side of job crafting theme

The analytic approach I followed was an inductive approach to identify categories and themes, described as analytic resolution in section 4.3.1. The purpose of this stage of the analysis was, based on what was empirically observed through the interview data, to unearth conceptual irregularities and patterns across the cases. The rationale for this approach is that irregularities indicate promising areas for theorising, while patterns across cases indicate underlying structural relations and mechanisms.

I closely scrutinised excerpts coded as job crafting endeavours, comparing these with the research question, aim and objectives, prior conceptual knowledge of job crafting and gaps in our knowledge or understanding, through a process of discovery (Locke et al., 2008). Where a job crafting account reflected a surprise, I analysed the extract, assigning it a thematic label. As I moved through the job crafting display, I noted a recurring theme of crafting endeavours that seemed to be darker than presented in prior research.

I assigned the label 'dark side' because boundary-spanners crafted their jobs in ways that served their own interests, often at the expense of others. I follow Griffin and Lopez (2005) to define dark crafting as motivated behaviours that have negative consequences for others. I ascribe the dark label due to (a) adverse effects of the behaviour on others and (b) the secrecy in which dark crafting behaviours and/or the true motivations for doing so were withheld, or 'kept in the dark' from others. To this end, I specified the dark crafting

accounts as those that fulfilled the criteria of knowingly generating some sort of cost for others or the organisation, through the process of crafting their jobs. The dark crafting finding is surprising in two respects. First, research to date has presented motivated crafters as somewhat passive in the work place when they encounter challenges to shaping their job as they would like, such as adapting their own expectations and behaviors in order to ‘make do’ (Berg et al., 2010), or through crafting non-work activities instead (Vogel et al., 2016). Second, the finding counter-balances positive paradigm of job crafting in the research to date. Overall, the accounts provide insight into the cognitive processing that accompanies decisions as to dark craft. I discussed this theme with colleagues by way of confirmation. Having established the ‘dark’ pattern, I examined the extracts closely to elicit further analysis across this theme. I then iterated between the job crafting display and transcripts to ensure each account was accurately and completely extracted. This exercise generated three recurring ‘darker’ ways in which boundary-spanners their jobs.

- (1) Crafting by circumnavigating organisational systems, processes and procedures. This practice can be consider dark because it is a means of contravening organisational rules, which ‘*pertain to how members of the organization are supposed to execute their jobs*’ (Morrison, 2006, :6). Crafting in this way is a means of reaching a job crafting aim, through countering an obstacle, rather than crafting as an end in itself (i.e. rule-breaking for the inherent enjoyment).
- (2) Crafting in self-interest, despite the interests of others. This sub-theme refers to crafting that primarily serves individuals’ needs and preferences, despite the costs to others, in environments where this is contrary to expected behavior. Since self-interest is the primary focus of the act of crafting, this form of dark crafting could be viewed as a direct pathway to needs fulfilment, compared to rule-breaking.
- (3) Crafting less desired aspects of the job to others. Crafting the less desired aspects to others can be considered darker because it benefits one

individual at the expense of the other; moreover the true motivations for doing so are hidden. Crafting less desired aspect is different to delegation, which is a positive action whereby responsibility is handed to a subordinate (Yukl, 1999). Furthermore, compared to delegation, handing less desired aspects to others may also occur peer-to-peer.

Across these sub-themes, data indicate a secret aspect to job crafting, whereby the crafting is deliberately hidden from others.

In all, this exercise generated 12 accounts of circumnavigating organisational systems, processes or procedures by 4 participants; 28 accounts of crafting in own interests by 9 participants and 10 accounts of crafting less desired aspects of the work to others from 6 participants. Table 6.1 summarises the accounts by theme and participant.

Table 6.1: Summary of job crafting accounts by 'dark' theme

Circumnavigating	Own interests	Less desired aspects
Keith	Greg	Greg
Greg	Simon	Ian
Ashley	Cathy	Elizabeth
Marcus	Bruce	Barbara
	Barbara	Karen
	John	Diane
	Siobhan	
	Marcus	
	Alex	

One aspect of note is that not all participants described dark crafting i.e. Carl, Patrick, Judy, Lorna, Julia and Sam. It is possible that these participants were not willing to disclose dark crafting during the interviews, or that this was not something that they undertook over the interview period, if at all. Within critical realism, the absence of dark crafting accounts from some participants does not necessarily suggest the absence of underlying structure or mechanisms. It could indicate that the mechanisms were not activated in

these cases. In this way, there may be as much to learn from the participants who did not describe dark crafting as from those who did.

6.3 Dark crafting by circumnavigating organisational systems, structures and processes

Organisations put in place formal systems, procedures and policies that reflect standards, values and expectations that guide and influence behaviour (Katz & Khan, 1978) by explicitly setting out how organisational members are expected to undertake their jobs and are therefore considered ‘rules’ (Morrison, 2006). Analysis revealed job crafting directed at countering perceived barriers presented by organisational formalisation involved rule-breaking and thus ran counter to expected behaviour. The accounts present darker crafting by circumnavigation as a counter move to meet a job crafting aim, rather than as an end in itself.

Example 1. Keith at Insure Co.

At Insure Co, Keith talks about the ‘bureaucracy’ of Parent Co organisational systems, processes and structures that hinder him shaping his job to be more entrepreneurial. Although Insure Co are a separate business unit, they are expected to adhere to Parent Co procedures. This challenge is a recurring topic of Keith’s interviews. In interview 2, Keith explains how his work has changed since Parent Co bought out his former employer nine years previously. At that time, Keith was able to shape his job without bureaucratic restrictions.

Keith: ‘Up until 2006 we were part of Former Co and we could do what the hell we liked within legal reasons and if we saw an opportunity we’d just go after it. I’d just say to my Director, ‘we’re going to go and do this, is that alright Guv?’ He’d say ‘yes, just keep me informed’ or ‘bring me along to some of the meetings if you need me.’ Now if I want to do something I basically have to go to MD or Brian and I tend to use Brian because he’s more the marketing guy and we kick it around and we try and get it off the ground. The problem you then have is if you want to draw up a contract you have to go to legal, it takes about 3 months,

you're going to have to put it through compliance, you then have to prepare flyers which go through compliance and legal, so you can be a year down the line before you've even done anything and somebody else has probably already gone into the market place with it.' (Interview 2)

Keith describes his approach to manoeuvring around Parent Co systems, structures and processes in order to launch new products.

Keith: 'What I try and do is I look at something and if I see a way of sort of can we short circuit this, do we have to really do all this, is there a way where we can get from point A to point Z without going through the rest of the alphabet, let's ditch the bit in the middle and just do the two important bits, and most of the time senior management won't notice the blooming difference anyway.'
(Interview 2)

Keith: 'So what we do try and do is sometimes we'll just see an opportunity on a small scale on something and we'll just go ahead and do it and I'll say to Greg 'oh we'll just go and do this and if anybody complains well they can moan at us afterwards.' (Interview 2)

For Keith, the organisational structures, systems and processes of Parent Co present a barrier to his shaping his work that he did not experience in his previous work with his former company. In other words, the contextual characteristics of Keith's work have changed, while his job crafting endeavours have remained directed at being entrepreneurial. Keith's response is to circumnavigate the bureaucracy, or to flout it and risk detection; these actions hold a potential risk for Keith. However, Keith also talks about the impact that Parent Co bureaucracy has had on his job crafting endeavours.

Keith: 'I think I've just had it beaten out of me by Parent Co.'s bureaucracy, that you're sort of like one of those candles, we had them for his birthday where he blows them and they light up again, we had a couple of those on his cake. My entrepreneurial spirit will go out and every now and then it will sort of perk up again because I see something, an opportunity, I suddenly think oh that's interesting. But it's not like it used to be where I'm... That candle is more out more often now than it used to be because I've just lost the will.' (Interview 2)

This excerpt illustrates that the Parent Co bureaucracy have undermined Keith's autonomy. Keith contrasts this with his experiences at Former Co, where *'we could do what the hell we liked.'* Keith justifies circumnavigating Parent Co procedures, by drawing upon his previous experience, where had had more latitude.

Example 2. Marcus

Marcus runs a team of workers who provide regulatory services in the military. During the interviews, Marcus describes how he informally utilised cross-boundary personal contacts in order to find two replacements for members of his team. In doing so, he circumnavigated the internal human resource systems and procedures of Military Co.

Marcus: 'obviously Military Co has its own human resources and they look to manage and allocate people to posts as required. Unfortunately, we're short of people across the board so whilst it's very much a priority for me it's not necessarily a priority for them.... So it was just a case of me going out with emailing people I knew at base were saying I've got these two jobs, this is what it involves, this is how long they're for, do you know anybody that's maybe interested if you do please put them in touch. So you can find where old colleagues are quite quickly, get in touch with them ask them the question. And whilst I've also got two people the feedback I've got about them as well is extremely impressive, they are two very capable individuals. So I've got like I say not just two people but two very capable people as well that will be excellent to support the team. It's completely unofficial.' (Interview 4)

For Marcus, circumnavigation was necessary due to his perception that an urgent requirement for replacement personnel would not be dealt with promptly, because of a lack of resources to deal with this as quickly as he would like. Faced with this perceived challenge, Marcus utilises his personal contacts to source new team members. In so doing, Marcus crafted his job to ensure a continuity of his work team. However, this crafting carries a potential personal risk to Marcus, if detected.

Example 3. Keith at Insure Co

Over the course of the interviews, Keith made several references that being a good manager was personally important. Keith talks about several ways in which he fulfils this role. For example, he takes the team out for a meal to 'cheer them up' and negotiates a job transfer for one of the team who had experienced performance difficulties. At interview 1, Keith describes the Parent Co performance management procedures, whereby workers falling below average performance lose their bonus and risk losing their jobs. Keith talks about his involvement in this procedure and the disadvantage of this on his very small team.

Keith: 'it's not like being in a, say, being in a big call centre or a factory where it's very much tiered that way and you have to do it. The problem is that they have a bell-curve for grading 1 to 5. Grading 1 being 'you're terrible', five being 'you're going to be the next Chief Executive. So obviously the bell curve is centred around most people being threes and a few being fours and a few being twos. And of course the problem you've got is a bell-curve works fine when you've got hundreds or thousands of employees but when you've basically got four people.....!' (interview 1)

Keith goes on to describe how he and fellow leaders collaborated in order to circumnavigate these procedures.

'We worked around that one.... and what we did this year is we had a meeting of the leaders and the MD and we basically did the bell-curve across the whole of our division of Parent Co., so we got around it that way.' (Interview 1)

Keith and fellow Division managers collaboratively craft in order to massage the performance figures, in the process protecting lower performing workers in small teams from being disadvantaged compared to lower performers in larger teams. Keith justifies this behaviour on the grounds of it being fairer to the employees, especially those in his work area. What is interesting in this excerpt is the collusion among the managers suggests a commonly held view of the inadequacy of this process. The managers collude together around a shared goal, which is to ensure the process is undertaken according to what they perceive as fair.

Example 4. Ashley at Energy Co.

At Energy Co. Ashley talks about how he circumnavigates the procedure of a Board meeting in order to influence a desired outcome. Ashley does so by petitioning a fellow Board member.

Ashley: 'The Chair does have views and he is not involved absolutely day to day but he doesn't necessarily understand the sector.....and the problem is I can't bulldoze him on that because in what we are doing he has more experience than me. I know what the right answer is but he has more experience than me so I can't easily do that. So I have to get him, I have to mould him to a place where he is happy with it.' (Interview 2)

Ashley goes on to explain how he went about this.

Ashley: 'I called Max (fellow Board member) on Friday and we talked around the issue and I knew he would have the same opinion as me. So then when we get to the Board Max delivers the message and I don't think the Chairman had any clue that I had called Max to prime him on Friday.' (Interview 2)

For Ashley, the Chair presented a potential block to Ashley's crafting aims of building relationships within a region. Ashley resorts to circumnavigation by utilising his social to influence the Board, unbeknown to the Chair. This action does however carry a potential personal cost to Ashley, if detected.

The finding that boundary spanners craft by circumnavigating organisational systems and procedures is surprising in two respects: first because in their qualitative study of high and low rank workers, Berg, Wrzesniewski and Dutton (2010) found higher rank employees tend to adapt their own expectations and behaviours in order to 'make do' with the opportunities that they perceive for job crafting. Contrary to that finding, in the present study, boundary spanners proactively craft their jobs in order to counter perceived challenges to job craft.

6.4 Decisions to act in own interest

A further 'dark' theme was generated from analysis of the data, which I labelled 'self-interest'. I labelled this theme accordingly, as data indicate that

individuals job craft in pursuit of meeting their own needs and preferences, despite the interests of others, in environments where this ran counter to the expectations placed upon them.

Wrzesniewski & Dutton (2002) note that job crafting is ‘neither inherently good nor bad for organizations’ (195). Research to date has tended to focus on the personal, rather than inter-personal aspects of job crafting (with the exceptions of McClland et al., 2015; Leana et al., 2009). However, data suggest boundary-spanners craft their jobs in ways that do not always necessarily align with either organisational or inter-organisational interests, but are in pursuit of self-interest. Furthermore, data indicate nuances in inter-personal behaviours that may support or constrain collaborative, cooperative or negotiation endeavours, over time.

Example 1. Greg at Insure Co

A recurring topic of the interviews with Greg was his preference to ‘be himself’ in the ways he goes about his work. For Greg, this means shaping his relational boundaries by adopting an inter-personal style that is informal and frank, irrespective of the counterpart.

Greg: *‘I always talk to people on the phone or face to face as though I’ve known them all my life.’* (Interview 1)

Greg: *‘If you read some of my email trails with him (a client) I’m sure Insure Co would fire me. But he loves the banter.’* (Interview 2)

However, when we triangulate data, Keith and Carl hold a different perspective about Greg’s relational crafting. Both Keith and Carl talk the negative consequences of Greg’s approach for organisational and inter-organisational effectiveness.

Keith: *‘On Tuesday I timed him (Greg), he rabbited on for an hour and 15 minutes to this poor lawyer, and then he wonders why he says ‘I haven’t got time to do anything.’* (Interview 4)

Carl: *'There are many times where I would like to bring Greg into client situations where I am just very nervous. I know that he can absolutely make the breakthrough of getting the client but it can just fall apart.'* (Interview 1)

Carl describes an occasion he had to adapt, when Greg had been 'over familiar' with the client.

Carl: *'I suddenly had to do, thinking on my feet on how we can get out of that situation and turn it round and bring Greg back into the situation....the one client turned round and said 'we don't want to speak with Greg again.'*
(Interview 1)

Greg attributed his 'dark' practice behaviours – shaping the relational boundaries of his work, as holding personal importance and enjoyment. Although Greg satisfies his personal needs and preferences through the ways he shapes his job, his actions instigate adaptivity and adjustment from both Keith and Carl. In this example, Greg's job crafting has an impact on organisational effectiveness, through the potential loss of a client and the personal impact of his behaviour on Carl and Keith. This example illuminates how the ways in which boundary-spanners undertake their roles in practice comprise nuanced intra and inter-personal processes, requiring proactivity and adaptivity of the self and others.

Data suggest that Greg appears oblivious to the effect on others of his crafting in self-interest. Indeed, he seems to attribute his behaviour to what he perceives as meeting others' needs, for example, by stating that a client '*loves the banter*'. Greg's relational crafting, and the strength of his personal belief that his actions are positive, was a constant theme of his interviews. Data from Keith and Carl hint that Greg may be aware of some of the effects of his crafting on others, but does not adapt his behaviour. Ordinarily, we may expect managerial and organisational control to have some bearing on behaviour. Yet Keith and Carl buffer Greg from controls. Rather than being reprimanded, both Keith and Carl excuse Greg's behaviour by using terms to describe him such as '*nutty professor*' (Keith, interview 1). This may be due to another recurring theme of the interviews – Greg's unique expertise, which in

tandem with low managerial control, indicate Keith and Carl afford Greg leeway in crafting his job in this way, such that the benefits of doing so (i.e. Greg's expertise) outweigh the costs (i.e. Greg's potential dissatisfaction at work).

For example, Greg: *'I am allegedly the top person in the country at what I do. But then I might be the only person in the country at what I do!'* (Interview 1)

Greg's persistence and expression of how much enjoyment he derives from his job crafting suggest he is intrinsically motivated to behave in this way. That is to say, for Greg it is the process of crafting itself that drives his behaviour, rather than the performance outcome.

Example 2. Bruce at Energy Co

At Energy Co, Bruce is a mechanical engineer by background. Although his role does not require him to get involved in the engineering aspects, this is something that is important to Bruce. Therefore, he crafts his job to get closer to the operations side.

Bruce: *'I love speaking with the technicians because I am a technical, mechanical engineer way back so I have the interest of knowing a lot about the technology and the issues they have.'* (Interview 1)

Although Bruce crafts his job to be closer to the operations side, he realises that this is not within the requirements of his job. Bruce describes his personal struggles as he balances his desire to shape his job as he would like, with the requirements placed upon him.

Bruce: *'I still have internal fights with myself trying to stay away because I still love being on site and helping and support and trying to solve the problem. But I also have to realise that we have contracted other people to do that.'* (Interview 1)

Like Greg, Bruce's excerpts suggest a strong intrinsic motivation - to 'be on site'. However, unlike the cases described so far in this chapter, Bruce talks about the dilemma presented by on the one hand fulfilling his job crafting, and on the other, the contrary expectations placed upon him in his role. Bruce

speaks of having to adjust his own expectations in future, for example, *'I also have to realise that we have contracted other people to do that'* (Bruce, interview 1). For Bruce, 'dark' crafting presents a conflict - between shaping his job the way he is intrinsically motivated to do, and meeting the formal requirements of his role.

Example 3. Greg at Insure Co

At Insure Co, Greg is nearing retirement. The need to find a replacement for him was mentioned at several interviews by Keith, Greg and Carl. During interview 1, Greg revealed his post-retirement plans to offer to contract his services to Insure Co, post retirement.

Greg: 'one of the great problems we would have is successor planning. I'm 61 now. I will probably, because I still find it interesting maybe even do some after retirement age, if they want me to stay on as a consultant.' (Interview 1)

Over the course of the interviews, as Greg approaches retirement, Keith starts the process of finding a replacement. Both Keith and Greg talk about how Greg resists this. Greg's resistance to training the successor is a recurring topic of his interviews.

Greg: 'it would be so difficult for me to train a successor somehow. I can show them the generalities and I can show them work through the sequences, but you cannot teach people your instincts. Over the years I've tried to introduce Keith to most of my contacts, and he knows them by now. But you cannot hand someone a relationship..... and my relationships are always based upon I've done favours for people all my working life.' (Interview 1)

During interview 4, Greg reveals that unbeknown to Keith, he has petitioned the Parent Co Managing Director to over-ride Keith's decision to recruit a replacement.

Greg: 'My boss in London directly, is Keith's boss as well and I did send him an email about 2 months ago saying all the reasons why this is not going to work on me trying to train someone. And by the way if I don't train them properly you're talking about potentially massive errors and omissions claims, and I mean a quarter of a million-pound stuff.' (Interview 4)

However, the recruitment process proceeds and by interview 6, a replacement is found. Greg undertakes further sabotage by telling his successor that Insure Co will go out of business soon. Greg justifies his action as being rooted in his firm belief that this was the truth.

Greg: *'How could I possibly train anyone when I'm lying to them to begin with. What sort of relationship does that create?'* (Interview 6)

As the excerpts recount, Greg undertakes a series of 'dark' practices in order to prevent the recruitment of a successor. Greg reasons that his behaviour arises from the belief that it would not be possible to train a successor. Furthermore, the work undertaken by Insure Co has a limited life-span as disease insurance claims reduce. In interview 1, Greg stated his intention to offer his services as a consultant to Insure Co, post-retirement. This intention, coupled with blocking a successor, suggests the pursuit of self-interest. It is unclear from the interview data whether Greg is unaware or does not care about the effect of his dark crafting practices on the future viability of Insure Co, Keith, and the job of the successor.

When compared to Marcus, Keith and Ashley's accounts, there are some motivational similarities with Greg. Greg's 'dark' crafting is directed at overcoming barriers that present threats to his autonomy – in this case a new recruit who he will be required to train and pass on some of his expertise. Unlike the previous accounts, Greg's behaviour may lead to direct harm to others, namely Keith and the successor.

Example 4. Cathy at Energy Co

During the interviews, Cathy at Energy Co was clearly animated and enthused when talking about her business model – a complex database that she has generated that models asset valuations. Cathy was less animated when talking about her relationship-building role. Simon – who Cathy works to, expected Cathy to generate opportunities and shape an externally directed role. Cathy does not do so, reasoning that Simon is better placed to build external relationships.

Cathy: *'I tend to let Simon take the lead on the important relationships. But I would say that in terms of, because there are people that he has relationships with his level and then I have relationships with people at my level type thing. So yes I worked on a process recently where there was somebody who was sort of at my level, and a lot of times during the transaction process there were questions that related to the due diligence and I would just pick up the phone and call him directly. Whereas the guy who would be Simon's counterpart they would be more likely to contact.'* (Interview 1)

However, Simon views Cathy's reluctance to build important relationships across the boundary as a performance issue.

Simon: *'So she is at the phase in her career but unfortunately at slightly understated personality type where she should be out networking and dream scenario she would bring in half the leads and I would bring in the other half. But the reality is I bring in 95% of them and she does the follow up and she might bring in 5%.'* (Interview 1)

Data suggest that Cathy crafts the task, relational and cognitive boundaries of her job to avoid the relationship building aspects of boundary spanning. For Cathy, the relationships she is involved in are about process, rather than interpersonal interaction. Data indicate Cathy is intrinsically motivated when working on her model, because she states that derives satisfaction and enjoyment from that activity. However, data suggest she does not experience the same satisfaction in relationship building. Cathy cognitively diminishes the importance of less preferred activities in two ways: first, by framing her model and the process aspects of her work as of central importance, second, by attributing her avoidant boundary spanning behaviour to rank.

The way in which Cathy crafts her role is incongruent with the expectations that Simon places upon her. Cathy's 'crafting to avoid' has an effect in increasing Simon's relationship-building workload, but it also runs counter to the interests of Energy Co in generating new asset purchases. Cathy's job crafting is thus in the pursuit of self-interest, at the expense of others.

Example 5. Barbara at Medic Co

Barbara's role as Practice manager comprises overseeing the finance, human relations and estates functions for all three surgeries within the Practice. At interview 1, Barbara spoke of her preference for the people side of management.

Barbara: *'I have people management that I enjoy, and that's what brought me to the role in the first place. I have the experience of the finance etc., but it's the people side.'* (Interview 1)

Over the course of the interviews, Barbara describes shaping her role in a number of ways. Barbara reasons that her approach is based upon her previous experience as a manager, in which she had a high degree of latitude to shape her job.

Barbara: *'it's making the job that you want. And I feel very fortunate that I've been able to, because in my previous role I kind of grew into that role ... I made that role.'* (Interview 1)

However, Barbara comments that the ways she has shaped her job do not correspond with the expectations of the partners. She reasons that this is due to the wide area of responsibility that she sees within her role, which means that some areas are not dealt with in sufficient detail.

Barbara: *'there are parts of the job that I'm probably not doing the way that the partners want me to be doing it, and maybe I don't do the detail as much I should do because there's so much going on. They are very used to having somebody who is very much focussed on the finances and the accountants' side of it. I need to know that, I need to be across that because it's really important, but you have to be across everything.'* (Interview 3)

At interview 3, Barbara revealed how she has promoted two surgery managers, effectively building a team of managers underneath her. Barbara reasons this is in the interests of building a team and clearly meets her personal needs and preferences for the people management. However, in the following excerpt, Barbara acknowledges that her crafting may not align with the needs of the partners.

Barbara: *'I promoted the two experienced Surgery Managers to Assistant Practice Managers and then gave them additional responsibilities. Because my role used to do all of that. I gave them more responsibility which I think has reaped masses back because now we are a team. We work, we've got an operation meeting this morning at ten o'clock that didn't happen, and at that meeting is the IT person ...and then the three Managers and me and we discuss everything we do. We go through, it's a couple of hours I don't think the partners like it very much, it happens monthly, but they're not used to meeting.'* (Interview 3)

This excerpt indicates that Barbara is crafting her job in similar ways to that undertaken in her previous jobs. Barbara views shaping the job as akin to 'making the role' and therefore is something to be undertaken according to her personal view of what is required and her own needs and preferences. However, in her current job, these endeavours have an impact on the partners. Although Barbara acknowledges that the partners 'do not like' her job crafting endeavours, as this detracts support staff from their work, Barbara seems to either be unaware or unconcerned with the nature of that impact, or what it might mean for the partners. John, Elizabeth and Lorna all expressed their workload pressures in meeting patient needs; John and Elizabeth repeatedly spoke of the difficulties in generating funding to keep the practice financially afloat. In this context, Barbara's crafting can be seen as a 'dark' practice in that she is pursuing self-interest at the expense of the partners, or indeed Practice interests.

Example 6. Simon at Energy Co

At Energy Co, Simon is responsible to purchasing new assets, but must do so in a closed bidding process. Simon undertakes the role of information-gatherer at networking events, which are attended by advisors and others involved in the bidding process. Although Simon is not ostensibly privy to information about competitor's actions, he seeks opportunities to elicit this information from third parties. Simon does so secretly and deliberately.

Simon: *'you can tease things out of people over an entire day that they wouldn't necessarily tell you on the telephone..... sometimes you are asking the same*

question ten times in different ways and hoping they forget they are not supposed to answer it and maybe the tenth time you ask it they forget.... There is body language like raised eyebrows, shrugs no comment with a smile, or no comment with a frown. There is also alcohol so there are lots of reasons for ...there is the spirit of comrades in arms or conspiracy together, a shared secret. There are lots of reasons for doing it in person over the course of a whole day.' (Interview 3)

Simon reasons that advisors are dishonest by way of justification.

Simon: 'Advisors can outright lie to you; they could say oh there are three people we have allowed in. You could be the only one but they are just telling you there are three for price tension reasons. So you have no idea what is going on.' (Interview 2)

Simon's crafting is dark practice, first as he does so in secret, second in that this means of information gathering could put him at an unfair advantage in the bidding process, disadvantaging others and compromising those who he elicits information from. Simon seems either unaware or without care of the effects of this on others. Indeed, his comment about 'comrades in arms' suggests that this behaviour is somehow acknowledged and accepted by others at these networking events. In this sense, Simon's practice could be a behavioural norm, or at least an accepted, if not acceptable, practice. Simon's enthusiasm in recounting his endeavours indicate the means and ends of eliciting information from others in this way is a source of satisfaction.

Example 7. Marcus

Marcus describes how, although as a former engineer he provided solutions to problems, in his current role, he is required to act independently between the manufacturer and design team. As such, he should not be involved in generating design solutions.

Researcher: 'Do you ever provide advice? Marcus: No, what we do is we look for direction and guidance in terms of other good practice but we absolutely sit outside the solution space. But that's a difficult line to walk because at the end of the day, certainly for myself as an engineer, you know, I've worked in delivery

teams and my job was to come up with solutions and it's a case of sometimes literally, you know, close the zip, just keep your mouth shut, let them come up with it.' (Interview 2)

However, in subsequent interviews Marcus describes how providing design solutions is something he really enjoys. In order to craft his job to encompass this preference, he balances the line between giving overt solution advice and prompting the design team to arrive at an acceptable solution. Marcus does this by influencing a friend, who in turn influences the design team.

Marcus: 'I've got another meeting with a friend of mine because there's some equipment we've got out of service that I personally think they're missing a trick on and again in my role, I can't go out and say why aren't you doing this, why aren't you doing that....but I feel that looking at how equipment fails, I think potentially that could be optimised to improve safety and I'm going to have a meeting with a colleague and I want him to present it because I can't. So I want him to ask questions of the appropriate areas so he can bring that forward and then bring me in as necessary as sort of a (adviser) to sort of expand on that argument if I need to.' (Interview 3)

Marcus is aware that his involvement in solutions falls outside the requirements of his role. Despite this, he shapes his job to input into the design solution. Marcus reasons that in doing so, the final design will meet the assurance requirements, which Marcus is responsible for assessing.

Marcus: 'I need them to come up with a mapping solution... So I need them to map that but then what I need to do is, and arguably probably well outside of my remit is actually draw up a through life mapping of how they're going to deliver equipment and once that equipment is finally delivered, how that document set, whilst it supports them as terms of the initial through life delivery and then support, meets all the criteria for assurance.' (Interview 3)

Although Marcus reasons that his involvement ensures the end solution meets the assurance requirements, his crafting compromises the objectivity and independence required of his role. Such is the enjoyment and satisfaction

Marcus derives from involvement in solutions, he persists in crafting his job in this way.

The notion of self-initiated behaviours that are directed at the self as beneficiary, irrespective of the needs of others, does not sit well with predominant perspective of job crafting as a positive behaviour. On the face of it, these findings suggest that job crafting may indeed, as Wrzesniewski and Dutton (2001) suggest be to the detriment of organisational effectiveness.

6.5 Crafting less desired aspects of job to others

The third 'dark practice concerns boundary spanners crafting less desired aspects of their work to others. This may be achieved through power asymmetries in the case of higher and lower rank individuals or relationships where there is some sort of resource dependency, or by re-framing less desired aspects in order to make them more attractive to others. Data reveal crafting the worst bits of the job away to others as a common pre-occupation, not necessarily associated with role overload or delegation since the primary focus was for the boundary spanner to meet their own needs and preferences, rather than this serving to also benefit others

Example 1. Elizabeth at Medic Co

The Partners at Medic Co each take on an internal role, Elizabeth's being lead on clinical governance; however, this is a role that Elizabeth attempts to pass on to a new partner. The attempt fails, as the new partner resigns.

Elizabeth: 'We had a new partner start here and I actually asked them if they would take on, for example, the clinical governance role, if they were interested in that. I would never insist that someone had to do something that really wasn't, but actually if you're going to be a partner you need to actually take on some of the responsibilities. So they did that and then they've promptly resigned. So the assumption is that when they've gone, or ceased to be a partner in January, then that will come back to me. So I tried but failed.' (Interview 2)

Elizabeth's wants to handover this part of the job in order to focus on those aspects that generate personal enjoyment. She reasons that it is incumbent upon a new partner to take on an internal role.

Elizabeth: *'I need to make sure that I'm involved in the things that interest me and that the new partners, if we can find them, do take on things too.'*

(Interview 2)

This example suggests a power asymmetry, whereby the new organisational member is given work activities that are unwanted by others. Power relations are also a characteristic of the following example.

Example 2. Diane

Diane crafts away less desirable aspects of her job to a trainee, reasoning that this is in some way developmental.

Diane: *'A little bit of throwing her in the deep end to say right you've got to learn this, off you go give it a go, got any queries come back. Or partly 'oh I don't want to do this because it's quite mundane, off you go you can do that for me.' Making a phone call here, writing a letter or whatever, which I would normally do but because she's available and I know she's capable, I can say off you go you do that.... which is a bit naughty of me I suppose in some respects, because I don't want to do it but it has to be done, so it's quite an easy way to say 'there you go.'* (Interview 4)

Diane recognises that handing over less desired aspects is a dark practice: *'It's a bit naughty of me....'*, but reasons that the trainee is available, meaning that Diane perceives her to have the time capacity to do the task.

Example 3. Karen at Air Co

During the course of the interviews, Karen undertakes a stock-take of her role, and explains what she will do with the less desired aspects.

Karen: *'Inductions - I think that's not really for me. I can either put that back to HR or give that to the ladies in reception to liaise through. So I can push a lot of the mundane stuff that I've just sort of come up with myself really and push a lot of that back.'* (Interview 1)

Rather than reducing task boundaries as described by Wrzesniewski and Dutton (2001), these accounts describe passing tasks to others – in other words, shrinking the job, perhaps to make way for other tasks, reduce workload or redress the perceived balance of workloads across the work area (e.g., Elizabeth).

6.6 An over-arching theme: a secret aspect to job crafting

Data with respect to dark practices held an over-arching theme of secrecy whereby the crafting was hidden from others, or the motivation to craft was hidden from others. In all, 8 cases provided accounts that explicitly stated the crafting was undertaken in secret. Table 6.2 summarises references to a secret aspect of crafting.

Table 6.2: A secret aspect to job crafting

Hiding crafting from others	Hiding motivations from others
Barbara: <i>'We don't tell the others.'</i> (Interview 2)	Bruce: <i>'I try to trick the people into decisions so I get what I want.'</i> (Interview 1)
Greg: <i>'we won't charge them. I make enough money for them as it is, if they don't like it, they can fire me!'</i> (Interview 1)	John: <i>'I think quietly I can make it more like what I would like it to be.'</i> (Interview 1)
Ashley: <i>'I don't think the Chairman had any clue that I had called Max'</i> (Interview 2)	Simon: <i>'You can tease things out of people over an entire day that they wouldn't necessarily tell you on the telephone.'</i> (Interview 2)
Marcus: <i>'it's completely unofficial.'</i> (Interview 4)	Diane: <i>'I don't want to do it but it has to be done, so it's quite an easy way to say 'there you go'.'</i> (Interview 4)
Greg: hiding petitioning against recruitment of a replacement from Keith	

A secret aspect for dark crafting raises interesting questions as to the motivation to do so. First, secrecy implies that the boundary spanner is aware that the job crafting is not in line with expected behavioural norms. Second, secrecy implies an avoidance of recriminations from the control and monitoring systems of the job. Third, secrecy suggests deception, to avoid recriminations from those who may be disadvantaged.

6.7 The contribution of the dark crafting finding

Dark crafting seems an anomaly, given extant studies that have presented job crafting as a predominantly positive undertaking for the individual and/or individual performance, as described in section 2.6. The notion of dark crafting also raises questions as to whether the motivational need for positive self-image put forward by Wrzesniewski and Dutton (2001) is suppressed or related to positive crafting. The lack of attention to dark crafting in prior studies may be due to overly positive framing of the concept that has given rise to methodological approaches to data collection that focus on positives. These implications are discussed in chapter 9.

The dark crafting finding makes three contributions to our knowledge of job crafting. First, the ways in which dark crafting may manifest. Although one study adopting the JD-R conceptualisation of job crafting examined how individual job crafting may effect co-workers in task interdependent contexts (Tims et al., 2015), the findings related to the implications for wellbeing, rather than the nature of the crafting itself. No studies have uncovered workers who knowingly craft by rule-breaking, in pursuit of self-interest irrespective of the interests of others, or hiding their crafting or motivations to craft from others. Second, the examples provided by Keith and Marcus in collectively crafting by rule-breaking indicates that dark crafting can be both an individual and collaborative undertaking. Third, this finding moves beyond the knowledge gap of dysfunctional consequences identified by theorists such as Oldham and Hackman (2010), because unearths important antecedents of motivations and perceived opportunity to dark craft.

The examples presented in this chapter highlight contextual, inter-individual and intra-individual aspects that bear upon dark crafting. In turn, this suggests that cross-level theorising may be an appropriate explanatory approach. Following the critical realist approach, in the following sections I unpick this finding through a process of conceptual abstraction; the aim is to offer explanation as to why dark crafting occurs.

6.8 Conceptual abstraction: explanation of dark crafting

In the conceptual abstraction stage of the analysis, I undertook a close examination of the dark crafting accounts. I focussed on arriving at an explanation of 'why', 'how' and 'when' dark crafting occurs. Examination focussed on the three pertinent aspects according to the data, with reference to the conceptual framework: perceived opportunity to dark craft, context and motivation. Drawing on Sayer (2000), I moved towards explanation by isolating and evaluating the underlying preconditions for the observable behaviour. Table 6.3 summarises the antecedents scrutinised and the propositions that seek to explain dark crafting.

Table 6.3: Summary of propositions with respect to the underlying aspects explaining dark crafting

Underlying aspects	Proposition
Perceived opportunity: Task interdependence	<p>Dark crafting proposition 1: Task interdependence does not preclude the occurrence of dark crafting, nor the form of dark crafting - whether individual or collaborative.</p> <p>Dark crafting proposition 2: In conditions of high task interdependence, individual dark crafting is more likely to adversely affect those in the proximal work area, while collaborative dark crafting is more likely to generate adverse outcomes outside the proximal work area.</p>
Perceived opportunity: Monitoring systems of the job	<p>Dark crafting proposition 3: The monitoring systems of the job influence (1) the extent to which crafting can be considered dark, i.e. running counter to expected behaviour and (2) the extent to which crafting is undertaken in secret from others.</p>
Context: Work systems	<p>Dark crafting proposition 4: Dark crafting may be undertaken to circumnavigate or flout organisational systems, processes and procedures put in place at the higher levels if they are perceived as barriers to job crafting intentions.</p>
Context: Behavioural norms	<p>Dark crafting proposition 5: The presence of behavioural norms that run counter to crafting intentions may activate the boundary spanner to contemplate dark crafting. However, the presence of and/or strength of social support that counters perceived behavioural norms may increase the likelihood of the boundary spanner acting upon dark crafting intentions.</p>
Motivation	<p>Dark crafting proposition 6: Boundary spanners' motivation to dark craft is sufficiently personally important that flouting behavioural norms, organisational systems, policies and procedures or impacting others adversely is an acceptable course of action.</p> <p>Dark crafting proposition 7: Dark crafting can be undertaken in order to counter barriers to the pursuit of interests and needs fulfilment, or as an end in itself to instigate or maintain work activities that are inherently enjoyable.</p>

6.8.1 Perceived opportunity to dark craft: Task interdependence

Wrzesniewski and Dutton (2001) suggest two major contributors to perceived opportunity to craft. The first contributor is the level and form of task interdependence with others: higher task inter-dependence binds workers together within the design of work.

For the most part, the boundary spanners in the present study describe low task interdependence with others. However, there is some evidence of dark crafting in conditions of task interdependence. For example, while working together, Carl described having to adapt to Greg's dark crafting of relational boundaries. This is in line with Tims et al. (2015a) who, applying their conceptualisation of job crafting, found individual job crafting to reduce role overload was linked to increased workload of co-workers. What is notable in examples of individual dark crafting in conditions of high task interdependence, is that the maleficiary of dark crafting is a co-worker.

Research to date has also found that motivated crafters who experience high task interdependence in the proximal work area may undertake collaborative crafting (e.g., McClelland et al., 2014; Leana et al., 2009). In the present study at the higher level, Keith collaboratively dark crafted with fellow practice leads in order to rule break, by circumnavigating organisational procedures. This finding highlights that dark crafting may also occur at the higher level under conditions of social embeddedness. In the example of collaborative dark crafting the maleficiary is outside the proximal work area. Keith and colleagues' circumnavigation of the performance management process potentially harms the human capital systems set in place by Parent Co. The impact on others contrasts to individual dark crafting whereby the maleficiary is a co-worker.

In task independent contexts, the accounts of Diane, Elizabeth and Karen describe a work environment that provides an availability of someone else to undertake the less desired aspects and a work, and this is brokered through power asymmetries (e.g., Diane) or negotiation (e.g., Elizabeth). In these cases,

the work design enables some tasks to be passed on to others. This precondition may restrict what can and cannot be passed to others. For example, tasks requiring skills and abilities, or bound with the work of others through interdependencies might be more difficult to pass on.

Dark crafting proposition 1: Task interdependence does not preclude the occurrence of dark crafting, nor the form of dark crafting - whether individual or collaborative.

Dark crafting proposition 2: In conditions of high task inter-dependence, individual dark crafting is more likely to adversely affect those in the proximal work area, collaborative dark crafting is more likely to generate adverse outcomes outside the proximal work area.

6.8.2 Perceived opportunity to dark craft: Monitoring systems

The second major contributor to the perceived opportunity to job craft according to Wrzesniewski and Dutton (2001) is the level of freedom or discretion arising from the monitoring systems of the job. Managerial or supervisory monitoring of adherence to organisational systems, structures and processes is one indirect means through which organisations instil formal patterns of behaviour. Wrzesniewski and Dutton (2001) argue that the degree of closeness of managerial monitoring influences the perceived opportunity to craft.

In the present study, most of the boundary spanners were middle and high rank managers, so subject to less close management supervision, compared to lower rank workers or non-boundary spanners. This may explain higher levels of dark crafting in boundary-spanners or workers with similarly loose managerial control. However, given the over-arching theme of secrecy, one may surmise that the personal risks of crafters in revealing their darker practices to others are still considerable.

In extant research, monitoring has been studied as the tacit or overt support or permissiveness offered by organisational supervisors, managers or leaders for job crafting. Some studies to date have examined job crafting with respect

to the supervisor's management style and job crafter. For example, Rofcanin, Berber, Koch and Sevinc (2016) examined job crafting that is sanctioned by the supervisor through idiosyncratic deals. Similarly, Leana et al., (2009) found a positive relationship between perceived supervisory support and collaborative crafting. Interestingly, Slemp et al. (2015) found a reciprocal relationship between job crafting and the manager's autonomy supportive management style. Although job crafting occurred independently, both job crafting and an autonomy supportive manager in combination were associated with highest levels of wellbeing. With respect to dark crafting, one might argue that the findings of Slemp et al. point to dark crafting being undertaken despite a lack of managerial support, but that there are sub-optimal wellbeing costs associated with this. This is borne out in the data as expressions of dilemma around dark crafting, for example, from Bruce, Barbara and Marcus.

An explanation of conflict between job crafting and monitoring systems could be found in the work of Hornung et al. (2009) who suggest that managers may respond to workers stepping outside acceptable behavioural practice by imposing greater control, in turn reducing worker autonomy. Similarly, Solberg and Wong (2016) examined how properties of the leader – their need for structure, hindered workers' job crafting intentions with respect to role overload. Therefore, dark crafters are likely to avoid detection by managers or others, in order to avoid increased monitoring and preserve their autonomy to craft unheeded.

In a few cases such as Greg, Simon and Barbara, excerpts suggest an implicit permissiveness or 'blind spot' on the part of the organisational managers or leaders. This may be due to for example, the unique skills, experience or knowledge of the boundary spanners, which makes it difficult for managers to challenge them. Alternatively, these unique skills, experience or knowledge may be valued by managers; therefore, the job crafters may be afforded more latitude than otherwise. However, the over-arching theme of secrecy suggests that dark crafting was undertaken in ways that minimised detection by the control and monitoring systems of the job.

Dark crafting proposition 3: The monitoring systems of the job influence (1) the extent to which crafting can be considered dark, i.e. running counter to expected behaviour instilled by monitor and (2) the extent to which crafting is undertaken in secret from others.

6.8.3 Contextual characteristics: Elaborated model of work design

In addition to managerial or supervisory monitoring, another means of influencing desired behaviour is directly to workers (Katz & Khan, 1978) through organisational systems, processes and procedures. These contextual characteristics sit within the elaborated notion of the design of work, which includes organisational factors, as espoused by Cordery and Parker (2007). Cordery and Parker suggest that, in addition to task characteristics and relational characteristics, consideration should be given to the contextual characteristics of the work design.

Organisational systems, policies and procedures serve to influence behaviour, but also serve as perceived barriers if they intervene with the boundary spanners' attempts to meet their needs and preferences. For example, Keith and Marcus circumnavigate procedures, Greg flouts procedures in dealing with clients and Barbara alters organisational procedures and systems by introducing a layer of management beneath her. The findings from this study suggest that, rather than inducing expected patterns of behaviour, as existing research might suggest (e.g., Berg, Wrzesniewski and Dutton, 2010), where motivated job crafters perceive less opportunity presented by organisational systems, structures and processes, they proactively dark craft by circumnavigation or flouting. Similarly, rather than contextual characteristics impacting individual effectiveness, as suggested by Cordery and Parker (2007), data here suggest that boundary-spanners dark craft by navigating around contextual characteristics of their work.

Marcus, Keith and Ashley attribute their deliberate 'dark' crafting practices to contextual characteristics – such as bureaucratic (Keith), ill-informed (Ashley) or over loaded (Marcus) organisational systems, structures and processes,

which present barriers to their aims. According to cognitive evaluation theory (Deci, 1975), contextual characteristics, such as rewards or pressures can undermine the individual's needs for autonomy – that is the control or volition over their work, when the individual evaluates these as controlling or coercive. Data in the present study suggest that dark crafting can be undertaken to preserve or re-claim autonomy.

Dark crafting proposition 4: Dark crafting may be undertaken to circumnavigate or flout organisational systems, processes and procedures put in place at the higher levels if they are perceived as barriers to job crafting intentions.

6.8.4 Contextual characteristics: Behavioural influence and norms

Although Wrzesniewski and Dutton (2001) presented job crafting as embedded within the social environment of work according to the principles of social information processing (Salancik & Pfeffer, 1978), they pay scant attention to how the social context may bear upon individuals and their job crafting.

Some accounts indicate conflict and trade-offs between how the boundary spanners want to shape their jobs and how they feel they are expected to behave. For example, '*battles with myself*' (Bruce), that others '*don't like it very much*' (Barbara) and having to '*keep your mouth shut*' (Marcus). Normative beliefs as to appropriate behaviour are another means of influencing behaviour and as such, inform perceived opportunity to job craft.

On the one hand, norms as to expected behaviour may serve to constrain job crafting, as in the case of Bruce. In others, such as Marcus normative beliefs of expected behaviours provide a frame of reference as to whether their job crafting needs to be hidden. In this way, beliefs about what is acceptable and what is not, can lead the job crafter to convey or suppress the aspects of their job they have crafted. In the cases of Marcus, Keith and Barbara, social ties seemed to serve a counter-active force, by supporting dark crafting. This is consistent with the social information processing perspective (Salancik &

Pfeffer, 1978), whereby norms and expectations, and rationalising of past and intended behaviours are influenced by the proximal social context. In the case of boundary spanners, the social context is arguably looser than for non-boundary spanners since they function across the inter-organisational environment.

Dark crafting proposition 5: The presence of behavioural norms that run counter to crafting intentions may activate the boundary spanner to contemplate dark crafting. However, the presence of and/or strength of social support that counters perceived behavioural norms may increase the likelihood of the boundary spanner acting upon dark crafting intentions.

6.8.5 Motivation: Needs and preferences

Job crafting is generally studied in relation to individual needs and preferences, whether or not these align with work goals (e.g., Sturges, 2012; Lyons, 2008; Wrzesniewski & Dutton, 2001). The dark crafting findings support this assertion. Self-determination (SDT) theory provides a useful lens through which to examine motivation to dark craft.

Job crafting is a self-initiated undertaking; inherently a means through which workers express their autonomy, which in SDT refers to volition and choice, in pursuit of need-fulfilment and inherent growth tendencies. Ryan and Deci (2000) describe how the social environment of work may forestall or suppress the fulfilment of an individual's innate needs and tendencies for inherent growth and pursuit of their interests. While the exploratory nature of the present study did not accommodate a fine-grained examination of self-determination theory, analysis does provide some clues as to the role of dark crafting in need and growth fulfilment and the interaction of contextual characteristics with intrinsic and extrinsic motivation.

Data suggest that the reasons to dark craft sit within perceived deficiencies in the work design, which are of sufficient personal importance that the motivation to dark craft is stronger than to not craft. Rather than forestalling need fulfilment, the analysis suggests that dark crafting is a means of

countering contextual aspects that might otherwise forestall need fulfilment. A further surprising aspect of dark crafting is that it suggests a strong self-motivational element, as boundary spanners persist in crafting their jobs, often despite considerable barriers and a degree of personal risk entailed by flouting organisational rules or behavioural norms. Taken together, these aspects suggest that dark crafting holds a persistent quality underlined by deliberate behaviour and marked by self-initiated motivation. Each of the examples detail how the boundary spanners identified the barrier to the ways they wanted to shape their jobs and then undertook dark crafting to counter the barrier accordingly.

Extant research has found job crafting as a proactive and adaptive undertaking, in essence a pathway through which workers navigate, in order to achieve their job crafting aims (e.g., Slemp et al., 2015; Sturges, 2012; Berg, Wrzesniewski & Dutton, 2010). Some of the boundary spanners dark craft in order to meet their needs and preferences or pursue their interests, for example, Barbara in building her team, Elizabeth, Diane and Karen in finding ways to hand over unwanted tasks and, Keith in circumnavigating performance management systems. This notion resonates with the proposal in SDT that individuals are internally motivated and naturally inclined towards their interests in pursuit of personal growth. It is also borne out with respect to job crafting. For example, Slemp and Vella-Brodrick (2014) examined the relationships between job crafting, intrinsic motivation for need fulfilment and wellbeing. They found that job crafting predicted intrinsic need satisfaction and in turn, wellbeing. In other words, job crafting was a means of satisfying intrinsic needs.

Data show that, where barriers exist that threaten to thwart needs and the pursuit of interests, boundary spanners may undertake dark crafting to counter those challenges. Job crafting has also been treated as a proactive undertaking, achieved unhindered (e.g., Leana et al., 2009; Lyons, 2008; Wrzesniewski & Dutton, 2001). Although both pathways are self-motivated, what is notable from the data is that some boundary spanners dark craft in

order to enhance their enjoyment in their job on an on-going basis (e.g., Marcus getting developing solutions, Cathy working on her model and Greg's chatting). Crafting for the inherent enjoyment bears similarities to the notion of process goals, which are those undertaken for the intrinsic enjoyment, proposed by Frese and Zapf (2004). Similarly, crafting in order to achieve a future desired state resonates with Frese and Zapf's notion that the fulfilment of interests and personal growth may also be an end-goal.

Dark crafting proposition 6: Data suggest that the boundary spanners' motivation to dark craft is sufficiently personally important that flouting behavioural norms, organisational systems, policies and procedures, or impacting others adversely is an acceptable course of action.

Dark crafting proposition 7: Dark crafting can be undertaken in order to counter barriers to the pursuit of interests and needs fulfilment, or as an end in itself to instigate or maintain work activities that are inherently enjoyable.

6.9 An explanatory model for dark crafting

The analytical procedure of conceptual abstraction detailed in section 6.8 aimed to identify what preconditions are present in order for the observable behaviour to manifest (i.e. the underlying structures and mechanisms). In this section, I present an explanatory model of the underlying structures and mechanisms that when activated give rise to dark crafting.

The model is intended to offer an explanation as to why and how dark crafting may arise. Explanation serves an important purpose in both theory development and implications for practice. Hitherto in research and practice, the benefits of job crafting on the individual have overshadowed the implications of job crafting on the organisation and colleagues. Furthermore, many of the accounts in the present study suggest that dark crafting carries a personal dilemma. Dilemma is suggestive of cognitive dissonance, whereby inconsistencies, in this case between the preferences and expectations of the boundary spanner, compared to the expectations placed upon them by others, leads to psychological discomfort, and in turn, attempts to reduce the

dissonance (Festinger, 1962). In this way, dark crafting may be a means of reducing dissonance. Offering explanation as to how and why dark crafting may occur provides a more solid foundation for further research.

The model is presented in figure 6.1 and explained as follows.

The observable **dark crafting finding** is at level 1; level 2 probes the underlying pre-conditions that may explain why dark crafting occurs; and, level 3 presents the relational and work structures from which each of the mechanisms arise.

The observable finding is that where motivated boundary spanners perceive the opportunity to do so, they may undertake job crafting in self-interest, despite the interests of others, rule-break or hand unwanted tasks to others (proposition 2).

The design of work comprises structures that are organisational endeavours to influence formal patterns of worker behaviour, such as systems, policies and procedures, work configurations, monitoring and control (propositions 3 and 4). Work structures may generate perceptions as to the lack of detection for the transgression, or present barriers themselves to be transgressed. As such, work structures do not prevent dark crafting, although they may determine the extent to which it is kept secret from others. Indeed, in order for dark crafting to be categorised as such, it should in some way contravene expected behaviour. Within the design of the job, data suggest that task independence does not appear to be related to dark crafting per se (proposition 1).

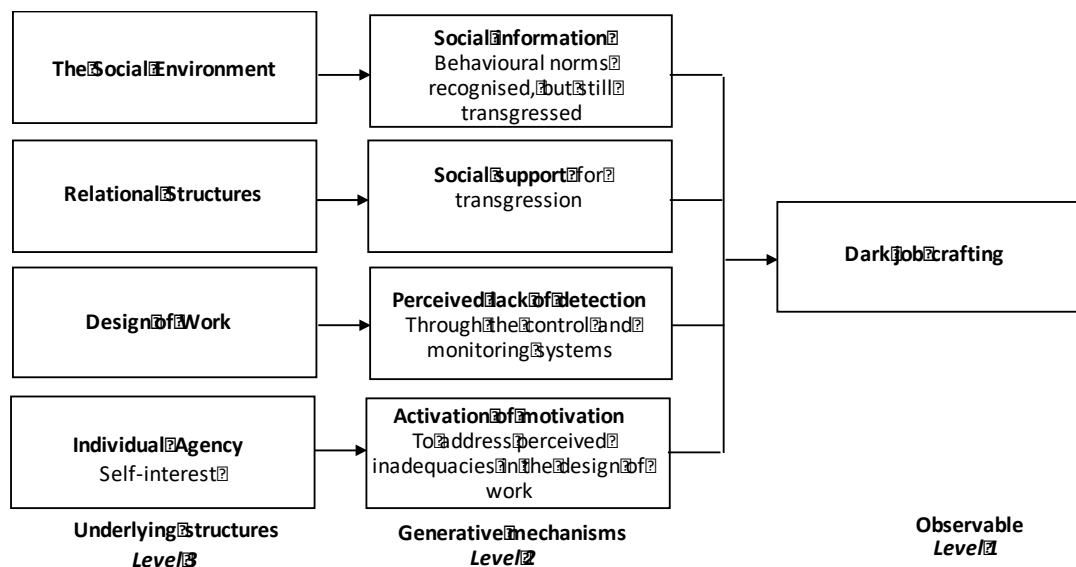
The social environment of work structures may give rise to social information processing as to expected behavioural norms. Although norms may serve to constrain dark crafting, they may also determine the extent to which the transgression is considered dark and thus the extent to which it may need to be hidden from others. **Inter-personal relational structures** may provide social support for transgression, within the proximal social

context and so off-set perceptions as to expected behavioural norms (proposition 5).

At the intra-individual level, **individual agency** may generate motivation to job craft in pursuit of self-interest. Above all, job crafting is an agentic and purposeful undertaking. Analysis indicates that motivation to dark craft is activated by perceived inadequacies in the work as it is designed, when compared to self-interest. Motivation to dark craft is strong, such that it is undertaken even if this involves rule breaking or adverse outcomes for others (propositions 6 and 7).

In critical realism, the absence of observation does not negate the presence of these structures and mechanisms, but indicates that the mechanisms were not activated. As such, although several boundary spanners (e.g., Patrick, Ian and Lorna) did not report any dark crafting, the explanation for this is that the underlying mechanisms were not activated.

Figure 6.1: Explanatory model for dark crafting



Explanatory considerations with respect to the focal worker, the boundary spanner. The present study examined job crafting undertaken by boundary spanners: jobs are characterised by low managerial control and higher levels of autonomy, when compared to non-boundary spanning.

Arguably these characteristics may mean that boundary spanners are less prone to behavioural influence than those whose work is characterised by stronger linkages to others e.g., through social embeddedness and organisational identification within a single organisation. As such, boundary spanners may be more prone to dark crafting when compared to other workers.

6.10 Conclusion

In this chapter, I have presented data evidencing a darker side to job crafting, whereby motivated boundary spanners shape their jobs in ways that run counter to organisational systems, policies, procedures, managerial monitoring, normative behavioural beliefs or consideration for others.

Applying the critical realist perspective, I undertook further analysis in order to seek explanation as to why, how and when this may occur. Reasoning based on the finding and extant research based around the guiding conceptual framework for the study, led to the development of 7 propositions that serve as preconditions for dark crafting (Sayer, 2004). Following this line of reasoning, I extrapolated explanatory mechanisms and structures that I reason hold true across the accounts.

In sum, the contribution in this chapter is threefold. First, the finding of dark crafting and the forms it may take addresses the gap in our knowledge as to the dysfunctional aspects of job crafting highlighted by theorists such as Oldham and Hackman (2010). Second, the explanatory structures and mechanisms that may give rise to dark crafting isolate the facets interest in explaining why this happens. Third, in incorporating the adverse outcomes of dark crafting, cross-level aspects become apparent and these have implications for theory and practice, as discussed in chapter 9.

CHAPTER 7 FINDING - MOVEMENT BETWEEN INDIVIDUAL AND COLLECTIVE CROSS-BOUNDARY WORKING THROUGH JOB CRAFTING: A STAGED PROGRESSION

7.1 Introduction

In this chapter, I present findings, which relate to study **objectives 3, 4 and 5**.

Objective 3 is to determine the influence of job crafting practices by boundary-spanners on themselves and on others' job crafting practices. Findings are that movement between individual and collective working through job crafting comprises a staged progression, over time. The content and form of job crafting are dynamically inter-linked. Through individual job crafting, boundary-spanners generate opportunities for interaction. These altered inter-organisational contexts in turn provide opportunity for corresponding boundary spanners to identify the potential to pursue their own interests through working together (conceptualised as a hitherto unidentified form of job crafting, termed complementary). The fulfilment of perceived obligations through complementary crafting alters the cross-boundary social environment (i.e. shared mental models and norms) and work environment (e.g., how the work should be undertaken). These alterations in turn hold potential for group processes such as the development of shared goals, which may generate collaborative job crafting across organisational boundaries. Thus, the staged progression occurs cross-boundary from individual job crafting through complementary job crafting to collaborative job crafting; there was no data to support progression other than through these stages.

Objective 4 is to explore the temporal aspects of job crafting: specifically, in respect of exploring chains of events and activities. Findings are that movement is contingent upon successive interactions between corresponding boundary spanners, but that the content rather than quantity of interactions appears most important in moving to collective working.

Objective 5 is to examine the ‘how’, ‘why’, ‘what’ and ‘when’ of job crafting. Findings suggest that the content of job crafting alters from a predominantly relational focus when instigating cross-boundary working, to a task focus once relational structures are established. Social exchanges, contingent upon trust and reciprocity are instrumental to movement from individual to complementary job crafting, while fulfilment of perceived respective obligations generates potential to move to collaborative crafting. The extent to which boundary spanners instigate collective working through job crafting is contingent upon: individual motivational orientation and the extent to which crafting in pursuit of collective working is inherently motivating, or pursuant to concordant personal and work goals.

This chapter is organised as follows. In section 7.2, I describe the thematic analysis that generated these findings. In sections 7.3 to 7.5, I present findings for each stage in the movement between individual and collaborative job crafting. Movement between individual and collective working occurs through a staged progression from (stage 1) individual crafting, through (stage 2) complementary crafting, to (stage 3) collaborative crafting, over time. Consideration was given to potential alternate progressions, such as from stage 1 directly to stage 3 (skipping stage 2), however these were dismissed, as there was no evidence in the data. I outline the contribution of this finding in section 7.6. The thematic analysis also generated the finding that collective forms of crafting can degenerate into individual crafting if perceived obligations or needs are unfulfilled; this finding is presented in chapter 8.

Although data suggest a staged progression, the movement between individual and collective forms of crafting across organisational boundaries holds a dynamic and fragile quality. Section 7.7 presents an explanatory examination of movement. I refer to the guiding conceptual framework for the study (sections 2.6 to 2.8), to focus on the type and form of job crafting, inter-personal social exchanges that lead to movement and how alterations to the design of cross-boundary work paves way for movement to higher levels of crafting. I also examine motivation for collective working. Propositions that

explain movement were then transformed into an explanatory model of the emergence of cross-boundary collective forms of crafting, in section 7.8. The chapter conclusion is in section 7.9.

7.2 Analytic procedure that generated these findings

The starting point in generating this analysis was to examine the temporal quality of job crafting. For some boundary spanners, the ways in which they went about crafting their jobs remained consistent over time. For example, Greg, at Insure Co spoke of the ways he '*always*' shaped his job since being '*himself*' was personally important. For others however, the ways in which they went about job crafting altered over time. For example, Keith described shaping his job in various ways as part of either on-going initiatives, or through discrete events, such as meetings, directed at '*being entrepreneurial*', which was personally important. This finding is in line with Berg, Wrzesniewski and Dutton (2010) who found crafting a continuous process.

My line of enquiry was directed by a gap in our knowledge as to job crafting as a continuous process or single episode (Oldham & Hackman, 2010). I therefore, scrutinised each job crafting extract, noting a temporal theme that best described the job crafting statement. Across all extracts, there were three temporal themes. (1) Job crafting endeavours that comprised an on-going attempt to achieve a desired end, through which activities unfolded in sequence. In one case, Keith and Carl described on-going job crafting activities as having started prior to fieldwork, therefore, I scrutinised triangulated accounts of Keith and Carl in order to mitigate the potential bias from retrospective sense-making. I applied temporal label to these job crafting endeavours as '*on-going*'. (2) Job crafting endeavours reported as discrete events or occasions that were not sequentially dependent upon each other. I gave these job crafting endeavours the temporal label of '*one-off*'. (3) The third temporal category was a recurring job crafting approach, whereby cases reported themselves as '*always*' crafting in this way. Unlike '*on-going*' and '*one-off*' categories, this approach was not situationally dependent. Cases described

the same job crafting approach irrespective of the circumstances. I labelled this temporal theme '*recurring*', since it seemed to be such an inherent feature of participant's sense of self, and therefore seemed less malleable to situational aspects.

Continuing this process of discovery, I focussed upon the 'on-going' job crafting extracts, iterating with the transcriptions and Extract Summaries, in order to build a chronological display of job crafting endeavours with respect to each on-going. I iterated back and forth between the coded excerpts and transcriptions to build a time sequence map, which I termed the job crafting movement display. Analysis revealed a staged progression between individual job crafting and collective working, over time

Taking both the job crafting and movement displays, I examined participants' reasons to job craft, such as their work meaning, work identity, work orientation and motivations. Additionally, I scrutinised excerpts for the presence of concepts proposed in the guiding conceptual framework to be linked to the inter-personal aspects of boundary spanners' job crafting, such as trust, reciprocity and pro-social behaviours.

Data indicate a dynamic quality to job crafting, whereby boundary spanners generated their own opportunities for working with others across the boundary. Participants individually crafted their jobs in order to generate opportunities for movement towards collective working with boundary spanners from other organisations, who were perceived to be personally important, for example, through complementary capabilities, access to valued resources, or others. The form of job crafting not previously identified in the literature, which I termed 'complementary crafting', described in section 7.4, provides an important bridge in the movement between individual and collaborative job crafting, over time.

In some cases, interactions across the boundary took the form of a series of discrete undertakings. For example, Ashley maintaining a social element in dealing with investors and Greg providing 'free of charge' advice and

assistance to insurers and legal representatives. In other cases, the boundary spanner was trying to establish collaboration. For example, Carl, Greg and Keith in moving towards developing new products together and Barbara in trying to develop shared approaches to addressing NHS requirements with other Practice Managers. Furthermore, data indicated that not all job crafting was successful. In some cases, external events had intervened quite dramatically in the boundary spanner's job crafting endeavours. For example, Siobhan being side-lined by senior colleagues, and legal action made against Elizabeth's role model; these findings are presented and analysed in chapter 8.

Data display and analytical procedure of ongoing job crafting. First, I applied mapping techniques to track job crafting undertaken by the cases, at each interview time point, grouped according to the cases on-going – that is repeatedly mentioned activities. Where possible, triangulated accounts were integrated into the maps to add richness to the descriptions. I also iterated between the transcripts, data summaries and job crafting display to ensure all data were captured.

Second, noting the patterns that emerged from an initial examination of the excerpts mentioned above, I analysed the maps to examine the deep structure within the data. The focus of the analysis was to uncover 'what' was happening with respect to the content and form of job crafting over time.

The research question is to establish the role job crafting plays in boundary spanners' inter-organisational collective working. Inherent in this question is the assumption that job crafting may be both an individual and collective endeavour. While individual job crafting had been conceptualised as an individual endeavour (e.g., Wrzesniewski & Dutton, 2001) directed at meeting the individual's needs and preferences, collaborative job crafting occurs within workgroups holding shared goals (e.g., McClelland et al., 2014; Leana et al., 2009). However, boundary spanning is not necessarily characterised by task inter-dependence or shared goals with others across the organisational

boundary. This issue raised a question as to the form of job crafting in respect of inter-organisational collective working.

During the early interviews of Insure Co, Keith and Carl recalled the ways each had shaped their jobs over time and that this had culminated in their collaboration across the boundary of Insure Co and Parent Co. What was instigated as individual job crafting by each of them had, over time led to collaborative crafting. However, each described an interim stage of job crafting, while working together, that was directed at meeting their individual needs and preferences. This area of doubt (Locke et al., 2008) as to a form of job crafting hitherto conceptualised as either individual or group prompted conceptual inquiry.

Two things were apparent from this analysis. First, there was an interim stage of collective working, instigated through individual job crafting, yet holding potential to become a collaborative job crafting. I termed this form 'complementary job crafting' and specified it as individually initiated, collectively undertaken but meeting each corresponding boundary spanners' individual needs and preferences. Thus, complementary crafting is distinct from individual job crafting, which is individually undertaken, and collaborative crafting, which is undertaken to meet shared goals or aims. Furthermore, the underlying inter-personal functional processes that characterised complementary crafting were also distinct from the intra-personal processes of individual crafting and the group processes of collaborative crafting. I assigned the label complementary crafting to describe this form and generated the following code description: *'task, relational or cognitive shaping of the job (job crafting) undertaken with the cooperation of others, but were instigated by each person's own needs and preference. Each party gains something different – they may have had similar goals or aims, but they didn't have the same goal or aim.'*

In order to examine the credibility of this proposed form of crafting, I conducted an inter-rater interpretive reliability test of the job crafting extracts

during on-going fieldwork. An independent rater coded job crafting excerpts according to whether they were collaborative, individual or complementary crafting. Four of 5 job crafting excerpts were independently coded as complementary crafting, suggesting viability of this construct. Based upon this early finding, I built a simple typology, comprising individual (Wrzesniewski & Dutton, 2001), collaborative (McCelland et al., 2014, after Leana et al., 2009) and complementary job crafting, to aid analysis. This is presented in table 7.1.

Table 7.1: Typology for job crafting in its different forms

<i>Form of job crafting</i>	<i>Intra-personal Reason to job craft</i>	<i>Inter-personal Reason to job craft</i>	<i>Functional processes</i>
Individual job crafting	In order to meet own needs and preferences		Intra-individual processes
Complementary job crafting	In order to meet own needs and preferences	Enables each corresponding boundary spanner to meet their needs and preferences	Inter-personal processes, reciprocal inter-relating
Collaborative job crafting	In order to meet common group goals*	Enables the group to achieve needs and preferences that are shared in common by group members	Group processes, shared mental models

**Directed at making work more fulfilling, interesting and meaningful (McClelland et al., 2014)*

Second, data suggest a staged progression from individual crafting, through complementary crafting to collaborative crafting, over time. As chapter 6 indicates, the job crafting perspective relaxes the assumption in the boundary spanning literature that externally directed activities are undertaken in the employing organisation's interests. In other words, cross-boundary movement between individual job crafting and collective working is inherently undertaken in self-interest, whether or not concordant with organisational interests.

Three stages emerged from the analytical procedure described in section 7.2, with respect to movement between individual and collective working.

Stage 1. Boundary-spanners shape their environment in order to generate opportunities for across-boundary collective working. Generating opportunities for collective working by shaping the inter-organisational environment is instigated by individuals undertaking individual job crafting.

Stage 2. In some cases, corresponding boundary-spanners cooperatively interacted such that the form of job crafting had transformed from individual job crafting to a collective form characterised by complementarity between corresponding boundary spanners, for example skills, experience, knowledge or access to influential others. This movement between individual and complementary job crafting reflects how boundary spanners alter the work characteristics in the inter-organisational domain and tentatively move from independence to inter-dependence in pursuit of their own needs and preferences.

Stage 3. In some cases, successful movement occurred to cross-boundary collaborative crafting, characterised by cross-boundary group processes and shared goals. Movement to this stage comprised a staged progression from individual, through complementary to collaborative crafting, that unfolded over time.

Table 7.2 presents an overview of the accounts falling under each of these stages and the relevant sections where they are presented.

Table 7.2: Accounts of movement between individual and collective working as a staged progression

Stage	1. Generating opportunities for collective working	2. Interim stage in movement to cross-boundary collaborative working	3. Successful movement to cross-boundary collaborative working
Form of job crafting	Individual	Complementary	Collaborative
Examples	Keith Greg Ashley Barbara Lorna Patrick Marcus Julia Jo Diane Alex	Keith and Brian Keith and Carl Greg and Insurance profession contacts Ashley and Max Barbara Practice Managers Lorna the allergists Patrick and John, the director of Building Co Marcus and Chris, a former colleague Alex and Ben Keith and Greg (internal processes) Ashley and Simon (internal processes)	Keith and Carl Barbara and Practice Managers Lorna and the allergists Patrick and John, the director of Building Co
Section	7.3	7.4	7.5

7.3 Stage 1. Boundary-spanners shape their environment in order to generate opportunities for across-boundary collective working

Stage 1 of movement comprised generating opportunities for collective working across inter-organisational boundaries. In all, 11 cases provided 23 distinct accounts of how they crafted their jobs in order to generate opportunities for collective working with perceived important 'others' across the boundary. Some participants produced more accounts of generating opportunities than others. For example, Patrick provided 6 accounts, while Cathy from Energy Co, John and Elizabeth from Medic Co and Karen and Sam from Air Co provided none.

Further examination revealed that the extracts fell under three sub-themes: (1) targeting and planning interaction with important others, (2) applying inter-personal approaches that gesture reciprocity and (3) utilising social capital to influence others.

The accounts are summarised in table 7.3.

Table 7.3: Examples of individual job crafting to generate opportunities according to differing means through which this was achieved

Generating opportunities for collective working by:-		
a. Targeting and planning interactions	b. Gesturing helpfulness and tacitly inviting reciprocity	c. Utilising social contacts
Section 7.3.1	Section 7.3.2	Section 7.3.3
<p>Lorna</p> <p>Lorna volunteers to attend meetings because ‘she thinks someone should go’. However, at the meetings, Lorna describes knowing what questions to ask to make people thing. Lorna describes occasions where this approach has generated others’ interest in her work, providing opportunities for collective working.</p> <p>Barbara</p> <p>Barbara provides example of targeted interactions with important others from the NHS and CCG. Barbara describes an inter-personal approach with is based upon her being new to the medical profession and therefore in need of help.</p> <p>Patrick</p> <p>Patrick recounts many examples of how he targets and plans interactions with important others aimed at generating inter-organisational collaborations.</p> <p>Alex</p> <p>Alex crafts her externally directed and internally directed activities in order to generate opportunities to work abroad.</p>	<p>Greg</p> <p>A recurring topic of the interviews with Greg is how he has crafted across the boundary with legal and insurance representatives by offering and requesting assistance. Greg attributes this reciprocity to his helping behaviours and the establishment of trust.</p> <p>Keith</p> <p>Keith offers advice and help to Carl from Parent Co, on the subject of occupational disease claims. Furthermore, Keith signals his interest in entrepreneurial endeavours to establish new business propositions</p> <p>Ashley</p> <p>Ashley recounts several examples of where he has displayed helpful and respectful behaviours with investors and influential others. Many of these interactions involve what Ashley terms an important ‘social element’ such as inviting important others to attend or watch sports together.</p>	<p>Keith</p> <p>Keith liaises with Brian in parent Co to assist in building interest in Keith’s new products and to help Keith navigate the internal Parent Co procedures.</p> <p>Marcus</p> <p>Although Marcus’ job does not permit him to be involved in solutions, he utilises a colleague who can to influence others.</p> <p>Ashley</p> <p>Ashley utilises a contact to influence an errant Board member. Ashley reciprocates by assisting the contact in finding a new job.</p>

Table 7.3: Examples of individual job crafting to generate opportunities according to differing means through which this was achieved (continued)

Generating opportunities for collective working by:-		
d. Targeting and planning interactions	e. Gesturing helpfulness and tacitly inviting reciprocity	f. Utilising social contacts
Section 7.3.1	Section 7.3.2	Section 7.3.3
<p>Jo</p> <p>Jo sits on several local and national committees, working in the fields of construction and skills. Jo describes an approach of being vocal and volunteering as a way in which she has then been invited to sit on other Boards.</p>	<p>Barbara</p> <p>Barbara provides several accounts of providing social support and practical assistance to fellow Practice Managers, despite this being outside of her work remit.</p> <p>Diane</p> <p>Diane speaks of her inter-personal approach in building relationships with landowners and counsellors, which is based upon courtesy and deference.</p> <p>Julia</p> <p>Despite being a volunteer, Julia establishes herself at Air Co by offering help and building confidence in others that she is competent through doing a good job.</p>	

7.3.1 Generating opportunities by targeting and planning interactions

One way in which the cases generate opportunities for cross-boundary collective working is through a targeted and planned approach to interactions with others across the organisational boundary. This comprised identifying specific individuals who may be of potential value, generating the opportunity to interact and planning an inter-personal approach during the interaction; as exemplified in the accounts of Alex and Patrick.

Example 1. Alex at Estate Co

Alex generates opportunities to work abroad by targeting and planning interaction with important others. Although not a topic in interviews 1 and 2, Alex states this aim in interview 3, after a chance encounter had made this aim more salient.

Alex: 'Always always wanted to do work abroad, and then so from a personal point of view I have been trying to wangle myself into that position by making an effort.' (Interview 3)

Alex was able to generate an opportunity for collective working after she volunteered to attend a European business conference in between interviews 2 and 3.

Alex: 'When I got talking to the Belgium lot (at a Euro business conference) I realised really quickly actually this is something that they are interested in. And they did a talk as well and from the talk that gave you another opportunity to make notes and think right I'll ask these questions to open a conversation. So the talk I think was really useful to be able to open that conversation and basically just by making sure that I keep in touch with them.' (Interview 3)

At interview 4, Alex talks of her ongoing efforts to ensure she is in a good position to build relationships with the Belgian business representatives. This involves crafting the internal aspects of her job by volunteering additional tasks for senior colleagues and ensuring that she is seen as willing.

Alex: 'The European thing which is a total personal agenda. I have an ambition .. I want to work abroad at some point so I have volunteered for everything and anything. 'I wasn't asked to do but I heard you say this and I have gone away and found these things you might be interested in them.' Because I am determined to be part of it basically..... I am well aware it's a slow process.. But I am willing to play that game at the minute.' (Interview 4)

In this way, Alex's job crafting comprises a complex of alterations directed at achieving an end-goal. Alex did not mention her desire to work abroad in interview 1 or 2 however, which indicates that the opportunity presented at the European business conference brought this goal into focus and made its

achievement more salient. For Alex, the satisfaction and enjoyment from crafting her job in this manner, and her motivation to continue derives from progressing towards meeting her goal.

Example 2. Patrick at Train Co

Patrick has held his role as Head of Faculty in building and construction at Train Co for almost thirty years. In that time, he has shaped his role towards his preference for relationship building. One example of a way in which he generates opportunities for collective working is through targeting potential collaborators at business breakfast events and through scanning newspapers for new companies.

Researcher: 'You mentioned always going to the business breakfast, when you go to the breakfast do you have an idea of what your approach is going to be?'

Patrick: 'I would have my table, because I lead a table, I would have Googled who is going to be on the table, what the companies are, had a brief, and you position yourself in where you think is going to be most useful to network... We do work on the newspapers so if new companies come into the area we will do a bit of cold calling to see whether there is... with me it's very much about relationships.'

(Interview 1)

Patrick: *'I always look at the network the opportunity of what you know and who you know.'* (Interview 1). In turn, this approach has enabled Patrick to generate opportunities for collaborations between businesses and the faculty, whereby the business provides resources such as building materials and employment opportunities and the college provides skills training.

Patrick provided many examples of how his approach has generated opportunities for inter-organisational working over the years. One such relationship moved between individual and collective working over the course of the interviews.

Patrick: 'With the Director of Eco Co (a collaboration), was the fact that when I was 15 and like his father were both plasterers. It's funny when you are having a conversation with anyone you look for a little light that will come on or a switch just to get that relationship going. And a relaxed approach, honest approach,

but something we had in common and from that he said can you come over and meet the board and discuss it further.' (Interview 1)

Of all the boundary spanners, Patrick's descriptions of how he generated opportunities for collective working appeared most successful. This may be due to over twenty years of having shaped his job and honed his inter-personal approaches to building collective working. Patrick describes enjoying and deriving personal satisfaction - that is he is intrinsically motivated, in meeting people and building relationships. Achieving collaboration is another source of satisfaction for Patrick: both process and outcome are an equally sources of satisfaction.

7.3.2 Generating opportunities by gesturing helpfulness and tacitly inviting reciprocity

In all five of the boundary spanners (Greg, Ashley, Diane, Julia and Barbara) explicitly stated how they crafted relational boundaries by applying inter-personal approaches with corresponding boundary-spanners. These approaches, such as helpfulness, were undertaken with the view that these behaviours might engender trust and generate reciprocity. Each of the participants provided many examples of this behaviour; Greg, Ashley and Diane used terms such as 'always' when describing their approach, suggesting an enduring quality to crafting. These accounts bear similarities to Patrick, in that cases derive satisfaction and enjoyment from the process of crafting, as well as end-goals associated with collective working.

Example 1. Greg at Insure Co

A recurring topic of the interviews with Greg is how he has crafted cross-boundary relationships with legal and insurance representatives, and that this has established a norm of reciprocity, where each assists the other.

For example, Greg: 'I've got contacts at all the major insurers in the UK, partly because I've been around for ever, I know a lot of people.....and if, say, I've got a letter putting a specific insurer in the frame, they'll investigate for me.'

(Interview 1)

For Greg, shaping his job in this way is an ongoing endeavour.

Greg: *'because I'm constantly helping them (insurers) with these things, I've now got links with certain insurance companies who were always slightly difficult to deal with, that will do me favours that I could never have dreamed of even 12 months ago.'* (Interview 2)

Greg attributes this reciprocity to trust in the following example.

Greg: *'and again that's a trust thing, there are insurers all over the country that will rely on my reports because it saves them doing a hell of a lot of work themselves. So I have sort of ingratiated myself with the insurance market as well.'* (Interview 5)

Greg frames his relationships with insurers as based on a shared profession of insurance and that this shared professional identity constitutes norms and values that guide behaviour.

For example, Greg: *'the insurance industry in this country gets slated left, right and centre..... but actually when it comes to industrial disease claims....they try to go out of their way to prove that they're liable for claims. ...But the insurance industry in this country is brilliant as far as I'm concerned'*. (Interview 1)

Greg's behaviour of helpfulness and corresponding boundary-spanners reciprocity towards him sustain his view. Greg derives satisfaction and meaning through these interactions.

Example 2. Ashley at Energy Co

Ashley describes how courtesy and helpfulness are an important part of his inter-personal approach.

Ashley: *'I think a little bit of humility to some extent you are servant of the company of them actually in some ways. So actually being polite and helpful is actually is your job I think.'* (Interview 1)

Over the interviews, Ashley describes how he crafts relationships with high rank investors, energy sector experts and board members by positioning himself as a protégé. He does this by gesturing respect and being willing to take advice.

For example, with respect to a high rank investor, Ashley says: *'because of his seniority in the industry I think he does realise that I am giving him a bit of respect and actually do value what he says.'* (Interview 2)

Another recurring aspect of Ashley's interviews was his use of sport as a means of introducing a social component to his relationships. This approach benefits Ashley in two ways: through his personal love of sport and in providing opportunities to build trust in his relationships.

Ashley: *'We (Ashley and a land owner) are going to play golf so we can go and do that. And it's a good thing about for a month afterwards when we want to buy one of his sites which is next door to one of ours it's an easy relationship to have. So I do some of that because it's a useful thing to do.'* (Interview 2)

Ashley adopts the same approach in his relationships with investors.

Ashley: *'It's helpful being helpful to them (investors) because then they will come and ask you questions which means you can then influence them. You would probably do it anyway because they are giving you some money and you really should, it's almost a duty. But actually it's not a bad way of being able to be on their side and them be on your side.'* (Interview 2)

Ashley's account highlights helpfulness as a means of gesturing and inviting reciprocity and building trust. Like Greg, Ashley's accounts suggest his job crafting is intrinsically motivated, albeit tactically undertaken to engender reciprocity with important contacts.

Example 3. Diane at House Co

Diane undertakes boundary spanning with local counsellors, local authorities and landowners, in order to secure property development sites. These corresponding boundary spanners hold a gate-keeping function, in that they have the power to allow Diane and House Co to access land. Diane describes an inter-personal approach as one based on gesturing respect.

For example, with local authority counsellors Diane says: *'it's just being ultra cautious (with councillors) in your deferment to them I think in terms of just being completely pleasant and if they ask questions ok 'well of course, if I don't*

know that information I will go away and I will find out straightaway for you'. It's understanding their position in the local authority and what that means to House Co.' (Interview 1.)

With respect to landowners, Diane adopts a similar approach.

Diane: 'The landowner she is a lovely lady but she is obviously moneyed and by showing her deference and calling her Mrs whatever rather than calling her by her first name, I was kind of giving her subconsciously the respect that she might look for. She wouldn't necessarily ask for you to do it but it's just knowing that's perhaps how to treat people. So by saying yes thank you very much Mrs whatever I was building up quite a nice relationship there.' (Interview 3)

For Diane, gesturing respect is a means of inviting reciprocity in the form of permissiveness, as exemplified in the following excerpt.

Diane: 'You do have to be patient when dealing with most people. But particularly when you are looking to gain out of a relationship, you have got to take it at their pace and then you get a feel for when you can start pushing things a little bit harder.' (Interview 4)

The examples of Greg, Ashley and Diane illustrate a personal approach to crafting through helping, undertaken in order to generate opportunities for collective working.

7.3.3 Generating opportunities by utilising social contacts

Three cases provided accounts of utilising cross-boundary social contacts in order to generate opportunities for collective working: Marcus, Keith and Ashley. In two cases, the social contact served as a proxy, representing the case's views. Although the importance of social ties in inter-organisational working has been examined by a number of scholars (e.g., Barden & Mitchell, 2007), what is new in the present study, is data linking these behaviours to job crafting endeavours, as a means through which boundary spanners generate opportunities for collective working.

As both Marcus' and Ashley's accounts are provided in chapter 6 examining the 'dark side' of job crafting, I present one example – that of Keith.

Example 1. Keith at Insure Co

Keith recounts how he tried to generate interest in developing a new product with others across the boundary. Keith does so by enlisting the help of Brian in Parent Co. Along with Brian, Keith is able to develop his new product offer.

Keith: 'I was approached about this potential offer because the guy running the business used to be the head of HR at the former company and he knew me. So I then took it to the MD and he said it sounds interesting. Nothing much happened so I then thought I'll try Brian and he thought this was a jolly interesting wheeze so we had some meetings and so that's how we started talking. So it was me trying to find somebody further up the food chain who actually has some influence to perhaps look at these things whereas obviously I don't have enough clout to get much noticed.' (Interview 2)

Keith notes that he approached Brian because of the influence that Brian holds within Parent Co. Keith contrasts this with his own influence: *'I don't have enough clout to get much noticed.'* In this respect, Brian provides his influence as well as his marketing skills, while Keith provides the product concept and plan of how to operationalise it.

Because Marcus' role prohibited his involvement in developing solutions, Marcus utilised a social contact to represent Marcus' view as his own. Similarly, Ashley utilised a social contact Max to represent Ashley's views as his own at a board meeting. Keith's social contact provided ongoing assistance in generating interest for Keith's new business ideas among Parent Co leaders.

7.4 Stage 2 – an interim stage in movement to collaborative working: Job crafting based upon complementarity between corresponding boundary spanners

Stage 2 comprises an interim stage whereby corresponding boundary spanners identified and acted upon potential fulfilment of individual needs, preferences and interests through working together. This was specified as complementary crafting, as described in section 7.2.

During analysis, I examined each account of job crafting on the movement display as to whether the collective crafting was a fit with individual, complementary or collaborative job crafting. After removal of duplicate accounts, this exercise revealed 10 accounts of complementary crafting, of which 8 related to cross-boundary working. A further four accounts (Keith with Greg and Ashley with Simon) detailed complementary crafting with respect to internal processes. Table 7.4 provides a summary of complementary crafting accounts. I have highlighted where complementary crafting led to collaborative crafting. In the remainder of this section, I present a more detailed examination of four examples: Keith with Carl, Barbara with the Practice Managers, Lorna with Jules, the allergist and Patrick with the Director at Build Co.

Table 7.4: Summary of complementary job crafting

Case	Complementary job crafting
Keith from Insure co and Brian from Parent Co	Shared interest in developing new products. Keith provides industry know-how to come up with ideas and Brian provides advice in countering Parent Co systems and processes and in petitioning for support on Keith's behalf
Keith from Insure co and Carl from Parent Co	Now collaborate on an ongoing basis. Each describes how this started when each realised they had complementary knowledge and skills: Keith of the legacy claims market and Carl of internal and external marketing of new products
Ashley and Max, a non-executive director	Utilised each other's position and contacts. Max petitioned the board on Ashley's behalf while Ashley utilised his contacts to recommended Max for a position
Barbara and fellow Practice Managers	Now collaborate with other Practice Managers on an ongoing basis whenever new systems of procedures are introduced. Barbara, new to her job is invited to join an informal splinter group of Practice Managers, Barbara utilises the others' experience in practice management issues, while the others seek advice from Barbara based on her people management skills and commercial experience.
Lorna and Jules, an allergist	Now collaborate on an on-going basis. Based upon a shared clinical interest in paediatric allergies, Lorna, who is seeking a research collaborator, meet Jules at a conference. Jules shares Lorna's interest. Lorna brings her expertise, while the Jules brings research knowledge and contacts.
Patrick and John, the director of Building Co	Now collaborate on an ongoing basis. Based on Patrick's seeking sponsorship for students in construction, and John's need to becomes involved in building skills in the industry
Marcus and Chris, a former colleague	Based on Marcus' interest in getting involved in design solutions. Marcus is unable to influence designs within his job, but Chris can. Chris' utilised Marcus' expertise and knowledge to input into design solutions.

Table 7.4: Summary of complementary job crafting (continued)

Case	Complementary job crafting
Alex, while in an interim role and Ben from Estate Co	Alex for a short time complementary crafts with Ben. Ben utilises Alex's knowledge of design and of how to manage clients while Alex utilises Ben's knowledge of construction
Keith and Greg	Keith and Greg agree areas of responsibility according to their needs and preferences: Keith for US based cases and Greg for UK.
Ashley and Simon	Ashley and Simon allocate areas of responsibility according to each of their preferences: Ashley for the relationship building and Simon for operations

Example 1: Keith and Carl

At stage 1 (individual job crafting), Keith and Carl started working together when Carl's client had an issue with occupational disease claims. Carl instigated meetings with Keith, who offered Carl his occupational disease claims knowledge. Keith also signalled to Carl that he was interested in being entrepreneurial in establishing new product offerings (Keith's job crafting aim). Carl discovered a preference for learning about occupational disease and so both started to explore complementary ways of working together.

At stage 2 (complementary job crafting), Carl and Keith found ways to address their own respective needs and preferences by crafting the relational and task boundaries of their jobs to include each other more inter-dependently. Carl describes learning about occupational disease claims from Keith, while Keith saw working with Carl as an opportunity to develop new products (his personal preference and interest).

Carl: 'I became involved (with Keith) when my client had huge disease liabilities. So I had to quickly learn about occupational disease. And we structured some solutions together for that particular client.....we came up with this phased integrated approach.' (Interview 1)

With respect to why they work collectively, Keith expresses an interest in developing new products, or solutions.

Keith: *'It's creating things, you're actually trying to create solutions and you're meeting people and you're talking about, you know, you're working out how to do stuff.'* (Interview 1)

While Carl expresses a preference for marketing

Carl: *'Well I suppose the part that I most enjoy with work (with Keith) is the marketing side, thinking about it, which is strange that it's gone that way. But it is, that's what I enjoy doing. Last week it was with a journalist from an insurance magazine, this week we are looking at conferences and doing some newsletters, and I really enjoy that side of it. So I tend to enjoy that side.'* (Interview 1)

At this stage in their collective working, Keith and Carl are meeting their own needs, preferences or interests through complementary crafting. Job crafting is enabled collectively, in that each is dependent upon the other for the crafting to be sustained. However, at this stage the inter-dependence is fragile as it is dependent upon continued participation of both parties and continued addressing of respective needs and preferences.

Example 2: Barbara and Practice Managers

Over the course of the interviews, Barbara describes how she becomes involved in a splinter Practice Managers' group, which has been informally arranged because of the hostility and negativity of the formal group. The informal group meet and offer practical and social support to each other.

After the first Practice Managers' meeting, Barbara was invited to join an informal splinter group. The invitation was prompted after Barbara signalled a preference for working collectively, during the formal meeting. Thus, joining the splinter group meets Barbara's need for social support and preference for collective working. She therefore, individually crafts by joining the group.

Barbara: *'She (one of the Practice Managers) said "there are a few of us who have a coffee once a month, it's very informal and you are very welcome to join us if you would like to'.* (Interview 1)

Between interview 1 and interview 2, the 'splinter group arranged to attend a Practice Managers conference together. Before the conference, the group agrees to work together during the conference. This excerpt from Barbara describes how the group coordinated their efforts.

Barbara: 'We (the 'splinter' group) went to London to a practice managers' conference. We looked at the itinerary of the day and there were three main seminars happening at the same time across the day. So we said well we can't cover them all if we could just all do which one we, we all picked ones that we thought were more relevant to us that we could disseminate that information on to the others. And that really worked actually, it was really good. And it just made the day so valuable.' (Interview 2)

Practice managers are responsible for implementing new systems and procedures introduced by the NHS. At interview 3, Barbara explains how the splinter group provide assistance and share knowledge amongst each other on an on-going basis.

Barbara: 'A lot of it comes from meeting up regularly...having a cup of coffee, three or four of us saying 'can we meet up we've got these things we need to discuss'. There are always new initiatives coming out and several of us feel that we can't actually speak out in the larger group. So we'll meet in a smaller group and just say 'What you doing with this? What are you doing with that? How are you doing this?' (Interview 3)

From an organisational perspective, the formation of the group seems counter organisational interests, given that the Practices effectively compete against each other for resources from NHS. However, from a group perspective, knowledge sharing and mutual support generate more benefits for group members compared to non-members. Barbara's account describes how, through an initial one-off of working together at the conference has led to further crafting. Although I was not able to triangulate Barbara's account with the other practice managers, it does seem as though she is crafting to meet her own needs and preferences. Barbara indicates two aspects that hold the group

together despite these ostensive reasons not to cooperate: knowledge building and trust.

Barbara: *'Relationships only come through trust as well don't they? They come through knowing, because there are some things that you could say to one that you wouldn't want to say to the group.'* (Interview 3)

Although at this point still dependent upon the Practice Managers continued participation, over time, the group working together has led to collaborative crafting, as described in the section that follows.

Example 3: Lorna and Jules, the allergist

As described in section 5.5, Lorna has a strong interest in child food allergies, so Lorna approached an allergist, Jules at a conference for advice; this instigated the start of collective working.

Lorna: (Upon meeting Jules at a conference): *'One of the guys (at a conference) when he'd done a presentation and said it would be really nice if we could get like a questionnaire that we used in clinic and then he said we're working on it.. So I said to them afterwards, actually I was working on something as well. They were really keen to collaborate and look at what I was doing and they were going to help me out....'* (Interview 1)

Lorna recounts how, following the conference, the allergist got in touch to propose working together on other activities.

Lorna: *'Although that went to one side, other things that they were doing brought me into the equation. Jules was asked to do a pathway project.... So he said I could do with a GP on the pathway, will you come and do it. And he took over as clinical lead of Allergy and emailed me and said I would like a GP on the committee, will you do it. So he got me involved with that and he was organising the study day at the Institute in June and it was him that emailed me and said will you talk at this conference.'* (Interview 1)

Lorna: *'So although they never did what I set out asking them about, and I only wanted a little bit of advice, it sort of grew.'* (Interview 1)

Lorna's account illustrates how through complementarity –Lorna's expertise in child allergies and Jules' research interest, led to their identifying mutual benefit from collective working. At this point, the relationship holds a fragile quality and comprises a series of one-off events whereby they work collectively (i.e. the study day, committee and conference). However, over time, the two collaboratively craft to meet shared goals.

Example 4: Patrick at Train Co

In section 7.3.1, I described how Patrick undertook a planned and tactical approach to generating opportunities for collective working. One such relationship was with the Director of Build Co who had invited Patrick to meet the Board with a view to identifying areas of common interest. At the second interview, Patrick describes how following this meeting he and the Director of Build Co started collective working in ways that benefit each of them.

Patrick: 'The relationship with Build Co which has already born fruit, in so much as we have had quite a large event at the college in my construction centre with a number of other colleges...And Build Co not only gave us near on £3000 worth of sponsorship in cash terms but it was fantastic to see all the students, and there must have been 40-50 students, all with their sponsored t-shirts, so it became a really nice corporate event. Which we got some really good publicity and really put the new construction centre on the map.' (Interview 2)

Patrick goes on to describe how he has generated another opportunity for collective working with Build Co.

Patrick: 'And following on from that we have got planned on October 22nd I am working with the colleges again in a really large careers event, where there should be in the region of four or five thousand school, 14 plus, students coming along to look at all aspects of careers across the region. And I am organising the competition events and Build Co have agreed to sponsor that as well.' (Interview 2)

Patrick's account suggests that the relationship with Build Co is strengthening with each successive and successful event, generating reciprocal benefits through working together.

In summary, the interim stage of progression between individual and collective working is characterised by complementary crafting whereby corresponding boundary spanners identify a means of meeting their own needs, preferences or interests, through working collectively with each other. In the preceding accounts relational crafting, underpinned by inter-personal exchanges enabled the identification of how collective working might generate individual benefits, i.e., the potential for reciprocity through job crafting. These accounts describe the generation of new tasks, although the cross-boundary design of work holds a fragile quality. Success, or the fulfilment of perceived obligations, appears to be the precondition for continued working. In the following section, I expand upon the accounts to explain how these went on to collaboratively craft.

7.5 Stage 3: Movement to collaborative crafting

Movement occurs in a staged progression: from individual, through complementary to collaborative crafting. There was no data indicating movement occurred directly from individual crafting to collaborative crafting, or of stages being skipped.

Stage 3 comprised cross-boundary collaborative job crafting, whereby corresponding boundary spanners jointly shaped the cross-boundary design of work to meet shared goals.

There were 4 accounts of successful movement from individual, through complementary, to collaborative crafting across the boundary. These were Keith and Carl, Barbara and fellow Practice Managers, Lorna with fellow experts in child allergies and Patrick and the director of Build Co.

I provide three examples, with the accounts of Keith and Carl, Barbara and Lorna.

Example 1: Keith at Insure Co and Carl at Parent Co

In section 7.4, I detailed how Keith and Carl had instigated, then commenced collective working. I argued that the form of crafting each described entailed

collectively shaping their relational and task boundaries while addressing their own needs, preferences or interests, i.e. through complementarity.

Keith and Carl also exemplify movement from this complementary form to collaboration. At the stage of collaborative crafting Keith and Carl jointly shape the boundaries of their work in order to meet shared goals. This contrasts with the previous stage, which was directed at their own needs and preferences.

Carl recounts how this success led to his continued collaboration with Keith and Greg.

Carl: 'And through that (integrated approach), we used that with various clients, it actually presented for a number of industry awards and we won a number of industry awards through that approach. And through that Keith, Greg and I have worked closer and closer.'

Carl describes how this integrated approach (i.e. working with other parts of the business) had generated a new operating model for his work area.

Carl: 'How I have shaped my job myself is because of this integrated approach, I have gone further and further down the line of occupational disease and ended up really creating my own practice as it were.' (Interview 1)

In interview 4, Keith speaks of the joint offer that he and Carl are working on – in others words a shared goal, as part of his ongoing collaborations with Carl.

Keith: 'I'm working also with Carl and we're doing some presentations in July. Some of them, I think we've got one in Manchester, one in Birmingham about, you know, the joint offer and what we do.' (Interview 4)

The accounts of Carl and Keith also illustrate the staged progression from individual crafting – in which Carl built his knowledge of occupational disease, through complementary crafting – whereby Keith was able to satisfy his preference for being entrepreneurial while Carl's was to learn about occupational disease in turn revealing an enjoyment for marketing. At this stage, joint working could be described as characterised by inter-relatedness,

since both Keith and Carl rely on each other for continued collective working. However, collective working is not embedded into the design of work.

Over time, and following successful performance, the pair developed a new product, which they marketed and sold jointly. In this way, collaborative crafting was characterised by the joint pursuit of shared goals. The new inter-organisational structure that emerged from this shaping of respective jobs is characterised by relational and task inter-dependence: inter-organisational working has become embedded within the design of work.

Example 2: Barbara at Medic Co

By interview 3, the informal Practice Managers group are working together on a regular basis. Barbara describes how group members collaboratively craft to meet commonly held goals.

Barbara: *'We started in December doing questionnaires so every practice has to ask their patients would they recommend the practice to friends and family. Then you have to collate all the information on a monthly basis and then send it off to NHS England...it's quite unwieldy and its time consuming and you think is there something else? So, several of us just said 'well let's just find a way that we can all help each other, find a system that would work'. And in fact we did that.'*
(Interview 3)

For Barbara, membership of the informal group has generated personal benefits, such as social support, as well as benefits in fulfilling challenging tasks and work activities through collaborative working. In this sense, the perpetuation of collaborative crafting could be said to be due to continued fulfilment of these benefits and mutual obligations arising from group membership.

Barbara's account illustrates this staged progression. Like Keith, Barbara reacts to an invitation from others. Barbara sees in this invitation as a means of crafting her job to obtain and provide the support that is otherwise lacking in her job. Despite their respective Practices competing for the same resources from the CCG and NHS, the splinter group members collaboratively craft by

jointly developing work systems. The splinter group has now taken on the properties of a work group; a new work structure has emerged, one that is characterised by relational inter-dependence.

Example 3: Lorna at Medic Co

As described in the preceding section, Lorna started to undertake collective working with an allergist, which has led to closer working on a number of initiatives. Lorna describes how this has put her into contact with other experts in her field who are now collaborating.

Lorna: 'We now have this sort of on-going development of things around the food allergy and we're running the course again in March and all of us that were involved with this guideline we did are all going to be speaking again.'

(Interview 1)

Lorna's account of this collaborative working suggests that the group, as in Barbara's case, now consider themselves as 'we' undertaking joint tasks, this is indicative of group processes underpinning the collaborative crafting. The account suggests both relational and task inter-dependence.

In summary, unlike individual and complementary crafting that held a fragile, impermanent and individually dependent quality, collaborative crafting is enabled through cross-boundary social and work structures formed through the previous two stages. Crafting relational boundaries may strengthen social structures and altering task boundaries may strengthen work structures. In this way, crafting through each stage enables crafting at the higher levels. These structures sustain collaborative crafting through group processes, in contrast with complementary crafting, which was sustained only as long as the needs and preferences of the parties involved were met.

7.6 The contribution of the movement findings

The movement findings make three contributions to knowledge of job crafting. First, the instrumental role that job crafting may play in cross-boundary working, through the processes of emergence of collaborative working. Second,

that collaborative crafting, which has hitherto only been examined intra-organisationally may also be a cross-boundary phenomenon. Third, that a new form, specified at complementary crafting may provide an important explanatory bridge between individual and collaborative crafting, pertinent to the study of the micro-foundations of inter-organisational functioning. Furthermore, the movement findings illuminate how, new work design emerges between organisations, enabled through job crafting.

7.7 Conceptual abstraction: Explanation of movement

In the conceptual abstraction analysis, I undertook a close examination of the accounts at each stage of movement, focussing on the how and why, what and when – the processes through which movement occurs, and the preconditions for movement (Sayer, 2000). Analysis was based upon prior research and guided by the conceptual framework, which is described in sections 2.6-2.8. As described in the accounts, each stage of movement has characteristics relating to the form (i.e. individual, complementary and collaborative) and type (i.e. task, relational and cognitive) of job crafting. Furthermore, the accounts indicate how, through job crafting, alterations to the cross-boundary design of work and social environment, feed forward to crafting at the higher levels.

Examination therefore, comprised four aspects that might hold explanatory power for movement: the form and predominant type of crafting which differed at each stage, inter-personal social exchanges and the cross-boundary design of work. I also examined the accounts with respect to motivation. Table 7.5 summarises the propositions generated from examination of each aspect.

Table 7.5: Summary of propositions with respect to the underlying aspects explaining movement

Underlying aspects	Proposition
Form of job crafting	<p>Movement proposition 1: Job crafting manifests in differing forms at differing levels: individual job crafting manifests at the individual level and is enabled by intra-individual functional processes; complementary crafting at the dyadic level enabled by inter-personal functional processes, specifically reciprocal inter-relating; and collaborative crafting at the group level enabled by group functional processes</p>
	<p>Movement proposition 2: Movement between individual and collaborative crafting comprises a staged progression between individual, through complementary to collaborative job crafting, over time</p>
	<p>Movement proposition 3: Individual job crafting is associated with shaping the environment to generate opportunities for collective working across boundaries; complementary job crafting is an interim stage of working across boundaries associated with inter-personal cooperation in meeting each individual's needs and preferences; and, collaborative crafting is associated with cross-boundary collaboration</p>
	<p>Movement proposition 4: Complementary and collaborative crafting are relationally enabled through social processes</p>
Types of job crafting	<p>Movement proposition 5: In movement from stage one to two, boundary spanners focus primarily on relational crafting, while in moving from stage two to three, corresponding boundary spanners focus on crafting new joint cross-boundary tasks</p>
	<p>Movement proposition 6: Crafting of relational boundaries may be undertaken in three ways: creating additional relationships; and altering the extent or nature of existing relationships and by proxy where boundary spanners petition a social tie to craft on their behalf</p>
	<p>Movement proposition 7: Crafting of task boundaries may be undertaken in three ways: altering the scope or nature of tasks, taking on additional tasks and jointly generating new tasks, where none had existed before</p>

Table 7.5: Summary of propositions with respect to the underlying aspects explaining movement (continued)

Underlying aspects	Proposition
Inter-personal processes: social exchange	Movement proposition 8: Instigating a cross-boundary exchange relationship may be achieved by gesturing interdependence through helpfulness and/or where the boundary spanner is intrinsically motivated towards the exchange relationship
	Movement proposition 9: A series of interactions between corresponding boundary spanners serve as the basis for an exchange relationship characterised by some form of commonality
	Movement proposition 10: Complementary crafting is a means through which reciprocal relations between corresponding boundary-spanners fulfil the outcomes of the participating individuals' needs and preferences
	Movement proposition 11: The cross-boundary exchange relationship properties of trust, shared norms and mental models hold potential for cross-boundary collaborative crafting
Movement and the cross-boundary design of work	Movement proposition 12: Job crafting may alter the environment, relational, and content of work structures, across the boundary. These altered structures hold potential for cross-boundary crafting at the higher levels (i.e. complementary and collaborative)
	Movement proposition 13: Movement between individual, through complementary to collaborative crafting adheres to a process model of work design, perpetuated by the perceptions of success between corresponding boundary spanners and brokered by mutual trust.
Motivation to instigate movement	Movement proposition 14: Job crafting directed at instigating collective working may be associated with intrinsic motivation, that is undertaken for the enjoyment of relationship building in itself or with identified motivation, undertaken in order to meet a concordant work and personal goal.
	Movement proposition 15: The degree to which a boundary spanner does not craft towards collective working may be due to need satisfaction elsewhere, and/or lack of external motivation to do so, such that there was no intrinsic or extrinsic motivation to pursue collective working.

7.7.1 Form of job crafting: Individual, complementary and collaborative

Data show how boundary spanners instigate collaboration through their own efforts. One means is through job crafting and data suggests that this comprises a staged progression from individual job crafting, through complementary job crafting to collaborative job crafting.

In section 7.4, I propose another form in which job crafting is undertaken: complementary crafting, which I examine in detail in this section. This form is an important interim stage in the movement between individual and collaborative job crafting. The first stage of movement was undertaken through individual job crafting; the interim stage, whereby corresponding boundary spanners identified and acted upon potential fulfilment of individual needs and interests through working together was undertaken through complementary crafting; and, the third stage whereby collective working became embedded into the inter-organisational work design was conducted through by collaborative crafting. In this manner, the form of job crafting altered with each stage of movement as collaboration emerged through the processes of individual crafting, through complementary to collaborative crafting.

Individual job crafting is directed at individual needs and preferences, which may or may not align with the goals of others or their organisation. In contrast, collaborative job crafting is undertaken by work groups, whereby group members jointly determine how to alter aspects of their work (e.g., McClelland et al., 2014; Tims, Bakker, Derks & van Rhenen, 2013; Leana et al, 2009). When groups collaboratively craft, the perceived opportunity to do so is derived from shared understandings of levels of work discretion, task inter-relatedness, and common work goals (e.g., McClelland et al., 2014). Studies have therefore, focused on homogeneity in work groups characterised by task inter-relatedness, shared group norms, and shared mental models. McClelland et al., (2014) advanced the work of Leana et al. (2009), by incorporating shared mental models of reasons to collaboratively job craft (i.e. more interesting,

meaningful and fulfilling) in their measures. Collaborative job crafting is positively linked to work performance (McClelland et al., 2014) and is therefore an important means through which workers exercise control in their jobs. From the inter-organisational perspective, cross-boundary collaboration is an important means of gaining competitive advantage (e.g., Powell et al., 1996) and therefore an important capability.

The difference in focus between individual and group needs and preferences positions job crafting in a more complex set of interactions and tensions between individual, group, and organisational needs. This aligns with Berg, Wrzesniewski and Dutton (2010), who propose that job crafting is more complex and socially embedded than previously thought.

A closer examination of complementary crafting

Taking the process perspective, the notion of complementary crafting may serve to bridge the gap between individual and collaborative crafting. The thematic procedure that identified this finding is described in section 7.2. Complementarity crafting came about when corresponding boundary spanners found ways in which their complementary skills, knowledge, experiences or capabilities could be shared to enable each to meet respective needs and preferences. I suggest that complementary job crafting is a distinct construct from individual and collaborative job crafting: first, in that although individually instigated, it is undertaken inter-personally; second, that it is enabled through inter-personal processes; and, third that although it is a collective endeavour, it is directed at each participant's own needs and preferences. Complementary crafting is therefore, characterised by variability between participating boundary spanners, as opposed to collaborative crafting which is characterised by commonality or homogeneity among group members. As such, it bridges the explanatory gap between individual and collaborative job crafting.

Grant and Parker (2009) propose coordination and inter-personal cohesion are important relational mechanisms. However, despite these works, scholars

have yet to link complementarity to job crafting explicitly. In the present study, I do so, in proposing a new form of job crafting that is enabled relationally. This contribution resonates with Oldham and Hackman (2010), who, noting that the workplace has changed significantly in recent years, place prominence upon social interaction in work.

Movement proposition 1: Job crafting manifests in differing forms at differing levels: individual job crafting manifests at the individual level and is enabled by intra-individual functional processes; complementary crafting at the dyadic level enabled by inter-personal functional processes, specifically reciprocal inter-relating; and collaborative crafting at the group level enabled by group functional processes.

Movement proposition 2: Movement between individual and collaborative crafting comprises a staged progression over time, between individual, through complementary to collaborative job crafting.

Movement proposition 3: Individual job crafting is associated with shaping the environment to generate opportunities for collective working across boundaries; complementary job crafting is an interim stage of working across boundaries associated with inter-personal cooperation in meeting each participating individual's needs and preferences; and, collaborative crafting is associated with cross-boundary collaboration.

Movement proposition 4: Complementary and collaborative crafting across boundaries are relationally enabled, through inter-personal and social processes.

7.7.2 Type of job crafting

Wrzesniewski and Dutton (2001) propose three types of job crafting: altering the task, relational and cognitive boundaries. Although often undertaken together (e.g., Wrzesniewski & Dutton, 2001; Berg, Wrzesniewski and Dutton, 2010), in the present study, analysis suggests that each stage of movement had a subtle difference in the focal type of crafting.

At stage 1, the focus of those boundary spanners who sought collective working, was on individual crafting relational boundaries. In line with Berg, Wrzesniewski and Dutton (2010), relational crafting involved creating additional relationships (e.g., Patrick, Barbara and Lorna) and altering the extent or nature of existing relationships (e.g., Greg, Keith and Diane). However, in the present study, data suggests a third way - of crafting relationships by proxy. For example, Marcus, Keith and Ashley crafted existing relationships directed at the other party representing them, either secretly (e.g., Marcus and Ashley) or otherwise (Keith). The notion of resources linked to relationships accords with Qi et al. (2014), who found that a high level of internal social capital – the potential or actual resources linked to networks of relationships (Bourdieu, 1985), enabled workers to job craft.

The boundary spanners who did not seek to build collective working (e.g., Elizabeth; Simon) appeared to have cognitively crafted their jobs to diminish the personal significance of cross-boundary relationship building.

At stage 2, although relationally enabled, the focal type of crafting had shifted towards creating new cross-boundary tasks. This is a new contribution building upon Berg, Wrzesniewski and Dutton (2010), who found two ways of task crafting: altering the scope or nature of tasks or taking on additional tasks. Creating new tasks involved jointly generating tasks, where none had existed before. This may be necessity in some inter-organisational contexts, given the very loose inter-organisational design of work.

At stage 3, task crafting gives way to ongoing collaboration, enabled through group processes, characterised by inter-dependence and marked by all three types of job crafting.

In summary, relational crafting in stage one builds a relational architecture – that is a social structure which holds potential for joint working, while in stage two, under certain conditions, discussed later, the identification of joint gain may lead to a focus on task crafting. Stage three holds a more permanent quality, enabled by group processes and sustained through collaboration.

Movement proposition 5: In movement from stage one to two, boundary spanners focus primarily on relational crafting, while in moving from stage two to three, corresponding boundary spanners focus on crafting new joint cross-boundary tasks.

Movement proposition 6: Crafting of relational boundaries may be undertaken in three ways: creating additional relationships; and altering the extent or nature of existing relationships and by proxy, where boundary spanners petition a social tie to craft on their behalf.

Movement proposition 7: Crafting of task boundaries may be undertaken in three ways: altering the scope or nature of tasks, taking on additional tasks and jointly generating new tasks, where none had existed before.

7.7.3 Inter-personal exchanges across the boundary

Relational crafting of cross-boundary interpersonal interactions drive movement from individual to collective working, so warrant close inspection. Across the accounts is the notion of exchange: whether for example, information (e.g., Greg) resources (e.g., Patrick) and social support (e.g., Barbara). Social exchange theory (SET) comprises frameworks to guide a close examination, which is discussed in section 2.7.4. Fundamentally, SET comprises interdependent (exchanged) transactions, in this case between corresponding boundary spanners, which generate some form of interpersonal attachment.

There has been scant attention to SET in the job crafting literature to date. For example, although Berg, Wrzesniewski and Dutton (2010) examined how workers adapted in order to achieve cooperation from others to meet their crafting aims, their study did not analyse their data in respect of the social exchanges underpinning these efforts. Similarly, although Li (2015) based the examination of the relationship between job crafting and leader-member exchange upon the principles of SET, analysis was not focussed on SET per se. The notion of resources linked to relationships examined by Qi et al. (2014) in

their study of job crafting and internal social capital, accords with the fundamentals of SET, but the study did not involve an examination of SET.

Broken down into its component parts and the respective theorists, and drawing upon the conceptual review of Cropanzano and Mitchell (2005), SET involves six inter-related principles. (1) Relationships are social structures through which exchanges occur (e.g., Blau, 1964). (2) Exchanges inform the properties of relationships, such as trust and loyalty, which in turn serve the basis for further exchange (e.g., Molm, 2003; Blau, 1964). (3) Rules of exchange, for example, reciprocity (e.g., Meeker, 1971) guide behaviour. (4) Exchanges comprise a series of interactions that generate mutual obligations (e.g., Molm, 2003; Blau, 1964). (5) The content of exchange may generate tangible economic resources, such as financial benefit or intangible particularistic outcomes such as need satisfaction (Foa & Foa, 1974). (6) SET is inherently dynamic in that exchanges inform relational properties and relational properties inform exchanges.

As Cropanzano and Mitchell (2005) note, the exchange-relationship development is akin to climbing a ladder where each successive step provides the foundation for the next. Through exchanges, the potential exists for the generation of high-quality relationships that are based upon trust, loyalty and mutual commitment.

Although, the exploratory nature of the present study precluded a fine-grained examination of SET, data provides clues as to the principles of SET compose a continuum of exchange and relationship progression that underpin movement between individual and collective working. I now take a process perspective to examine the role of SET in the movement between individual and collective working. The accounts illustrate how job crafting informs the inception of exchange relationships across organisational boundaries, as follows.

At stage one, boundary-spanners crafted opportunities to initiate an exchange relationship across the boundary. In terms of instigating an exchange, the accounts of Greg, Ashley, Diane and Barbara detail generating opportunities

by crafting through helpfulness. Gesturing helpfulness is theorised to build trust, even if the motives for doing so are to generate reciprocity. For example, Williams (2007) proposed that ‘threat reducing’ behaviours serve to modify the corresponding boundary-spanners view of goal conduciveness from a regulatory perspective (e.g., Carver & Scheier, 1990). As such, gesturing helpfulness may be an effective means of instigating cross-boundary relationships. Blau (1964) differentiates between a party’s posturing interdependence - an exchange relationship, and independence or dependence, which in their pure form are not. Helpfulness could be explained as posturing interdependence, as it may be perceived as gesturing future reciprocity. Reciprocity is a universal principle (e.g., Trivers, 1971), so may take the form of an implicit understanding or obligation between the parties.

Another means of instigating cross-boundary exchange relationships is exemplified in the accounts of Patrick and Greg, which were notable for their description of the inherent enjoyment of cross-boundary crafting. Research by Wild et al. (1997) found that the perceptions of one party as to the intrinsic motivation of another party are more likely to generate engagement. From an exchange perspective, this suggests that the corresponding boundary spanner is more likely to respond to enter the exchange relationship when perceiving the behaviour of the other to be intrinsically motivated.

Movement proposition 8: At stage 1, instigating a cross-boundary exchange relationship may be achieved by gesturing interdependence through helpfulness and/or where the boundary spanner is intrinsically motivated towards the exchange relationship

Movement through to stage two was enabled through repeated cross-boundary inter-personal interactions that served to build an inter-personal attachment. For example, Keith and Carl, Lorna (with the allergists) and Patrick (with the director of Building Co) describe a series of interactions, each marked by recognition of potential future benefit in cross-boundary collective working. However, the number of interactions per se did not

necessarily lead to movement. For example, Lorna has spent six years in repeated interactions attempting to instigate collective working with the research institute. What appears to be a pre-requisite of movement to collective working is the mutual recognition of commonality, for example, a common interest (e.g., Keith and Carl), a shared background (e.g., Patrick and the director of Building Co; Barbara and the Practice manager) or mutual gain (e.g., Alex and Ben).

At stage two, where exchange oriented, the sustaining of interactions was contingent upon perceived reciprocal benefit. As described through the accounts, the exchange took the form of complementary skills, abilities, needs and preferences, manifested through complementary crafting. Thus, stage two is sustained through reciprocal relations between corresponding boundary-spanners. Exchanges based on reciprocity are essential for achieving complementary crafting; if perceived obligations are not reciprocated through complementary crafting, movement to stage three is unlikely to be fulfilled. This concurs with Blau (1964) that social exchange engenders unspecified obligations. Similarly, Blau also proposes that social exchanges generate enduring social patterns.

Movement proposition 9: A series of interactions between corresponding boundary spanners serve as the basis for an exchange relationship characterised by some form of commonality

Movement proposition 10: Complementary crafting is a means through which reciprocal relations between corresponding boundary-spanners fulfil the outcomes of the participating individuals' needs and preferences

Movement to stage three is characterised by exchanges as more enduring social and work patterns. The properties of the relationships that serve the basis for exchange alter in focus, whereby trust is prominent. For example, Barbara and Greg explicitly mention the importance of trust in crafting towards inter-organisational collaboration, while other accounts, such as Patrick, Carl and Alex infer the importance of trust through their accounts.

This finding is as expected according to SET, where trust is an important property of exchange-based relationships. It is also in accordance with scholars such as Currall and Judge (1995) and McKnight et al. (1998) who examined the importance of trust between corresponding boundary spanners for collective working.

At stage 3, the accounts of collaborative crafting suggests the emergence of relationship properties that comprise shared norms and mental models (e.g., McClland et al., 2014; Leana et al., 2009) Therefore, one might infer that the rules of exchange such as reciprocity have become integrated into the norms of corresponding boundary spanners. Norms, such as reciprocal exchange inform mental models of mutual obligations, which in turn serve to embed and sustain collaborative crafting and collaboration.

The notion of perceived mutual obligations in the development of interdependent exchange relationship is somewhat consonant with the principles of psychological and implied contracts (Rousseau, 1989). A psychological contract emerges when one person believes that another party has made a promise of future returns, and has made a contribution to the relationship, such that an obligation has been created for future benefits (Rousseau, 1989). This is distinct from an implicit contract, which exists where parties hold an understanding as to expected (and so predictable) patterns of interaction. However, the psychological contract is usually studied in terms of the employment relationship between an employer and employee (e.g., Conway & Briner, 2002; Coyle-Shapiro & Kessler, 2000; Robinson, 1996) and reflects the individual's tie to their organisation (Rousseau, 1989), so unlike the accounts in the present study, reflects a power differential between one party and another (Guest, 1998).

However, in principle, implicit and psychological contracts could be said to have formed between boundary spanners at stage 3 since, according to Rousseau, the principles of the psychological contracts are that it is intra-personally subjective, so shaped by the individual's beliefs as to what has been

promised between the parties. Implicit contracts operate at the level of relationships, so reflect expected patterns of interaction. Rather than driven by the fulfilment of needs on both parties, Rousseau argues that it is the individuals' perceptions of observable behaviour that constitute the contract. In contrast to movement to stage 2, which is driven by fulfilment of individual needs and preferences through the exchange, movement to stage 3 could be said to be perpetuated through behaviourally-based perceptions as to fulfilment of mutual obligations, and patterns of predictable interactions, which sustain collaborative crafting at stage 3.

Movement proposition 11: Cross-boundary exchange relationship properties of trust, shared norms and mental models hold potential for cross-boundary collaborative crafting

7.7.4 Movement and the cross-boundary design of work

Job design refers to the structure and content of jobs (Oldham, 1996), while the design of work refers to the '*composition, content, structure and environment in which jobs are enacted*' (Morgeson & Humphrey, 2008 :47). The notion of work design plays a crucial role in the present study, as boundary spanners shape the cross-boundary environment, the social environment and design of their jobs, and in turn, the composition of cross-boundary working.

Work design structure.

Data indicate three structural changes are instrumental for generating movement between stages one and two, and embedding collaboration at stage three.

- 1) Cross-boundary environmental structures hold potential to connect one organisation or boundary spanner to another. As presented in section 7.3, boundary spanners (e.g., Keith, Greg, Patrick and Barbara) shape cross-boundary environment by generating opportunities for collective working.

- 2) Cross-boundary relational structures hold potential for the creation of for example, cross-boundary groups and self-organising teams. As set out in section 7.5, cross-boundary relationships comprise relational structures through which exchanges occur; these exchanges inform the properties of relationships, such as trust and loyalty, which in turn serve the basis for further exchange. The building of high quality relationships through job crafting binds corresponding boundary spanners together by strengthening their social tie. Thus, the cross-boundary relational structures alter through successive exchanges.
- 3) The emerging cross-boundary work content has a structural quality because it holds potential for generation of three forms of interdependence: Task interdependence arises from the requirement of others to fulfil the task; goal interdependence arises from an overlap of individuals' goals; and, outcome interdependence arises when the attainment of positive rewards or feedback are linked with others (Morgeson & Humphrey, 2008).

Jointly crafting new tasks generates a fragile task-interdependence across the boundary at stage two, which if successful, bind corresponding boundary spanners through the performance aspects of the design of work. More enduring interdependent relational and work structures emerge as a result of movement to stage three; these held potential for collaborative crafting. For example, in the accounts of Keith and Carl collaboratively crafting across the boundary, a new inter-organisational social and work structure had emerged from shaping their respective jobs. This was characterised by relational and task inter-dependence: inter-organisational working had become embedded in the design of work. To a lesser extent, in the case of Barbara's ongoing collaboration with fellow Practice Managers, the initial splinter group, through repeated exchanges, took on the properties of a work group. The new social and work structure emerged, characterised by relational inter-dependence and collaborative crafting of common work tasks. Unlike Keith

and Carl who devised and shared new tasks, Barbara and the practice managers collaboratively crafted tasks that were held in common.

Movement proposition 12: Job crafting may alter the environment, relational and content of work structures, across the boundary. These altered structures hold potential for cross-boundary crafting at the higher levels (i.e. complementary and collaborative)

Work design processes

The alterations to the social and work structures through job crafting in turn enable movement to the higher levels. This finding illustrates job crafting as part of a dynamic and circular generation of work design.

As discussed in section 2.3, Clegg and Spencer (2007) propose a circular, dynamic and socially embedded model of job design. Work performance and in turn, perceived confidence, brokered through consequent trust from supervisors or peers, generates the opportunity for job design adjustment. The altered content of the job in turn feeds forward to motivation for further changes, via knowledge acquisition, which informs performance and so on, in a continuous cycle of incremental changes to the design of the job.

Clegg and Spencer's (2007) model accommodates changes through job crafting based upon the assumption of some sort of negotiation, such as tacit support from supervisors or peers. However, referring to Mintzberg (1979), the authors note that more senior or professional roles, such as the boundary spanners in the present study, are subject to less direct supervision compared to lower rank workers. Nevertheless, the accounts of movement in the present study are analogous with the performance-perceived competence-trust-crafting-knowledge circular model. However, from a job crafting perspective, the model adheres more to a spiral, where each cycle may alter the content and form of job crafting: from the individual through inter-personal to the group.

What is new in the present study is the circular and dynamic way in which job crafting informs the jobs of others, such that workers move from independence to inter-dependence in the inter-organisational work domain.

For example, the accounts of Carl and Keith describe how the success of collective working at stage two, led to collaborative crafting. Thus performance led to peer-to-peer confidence and in turn, further alterations to the cross-boundary design of work. Furthermore, Carl specifically mentions knowledge acquisition and learning as important in building his competence to participate in further collaboration with Keith.

In summary, movement from individual through complementary to collaborative job crafting occurs through two means. First, crafting may alter the environment, relational and work content structures that compose the cross-boundary work design. These altered structures hold potential to generate opportunities for collective working when characterised by relational, task, goal and outcome interdependence between corresponding boundary spanners. Second, the processes through which the design of work is altered are circular and dynamic; peer evaluations of performance, whether in respect of external rewards or fulfilment of mutual obligations feed-forward through trust to further collective crafting, in turn knowledge building and so on.

Movement proposition 13: Movement between individual, through complementary to collaborative crafting adheres to a process model of work design, perpetuated by the perceptions of success between corresponding boundary spanners and brokered by mutual trust.

7.7.5 Motivation for movement

Movement between individual and collective job crafting indicates how the cross-boundary social and work environment may facilitate or forestall boundary spanners' needs satisfaction and provide an arena for potential growth and pursuit of interests. Studies have found that job crafting is associated with intrinsic need satisfaction. For example, Slemp and Vella-Brodrick (2014) found all three types of job crafting predicted intrinsic need satisfaction, which in turn predicted employee wellbeing.

In the present study, instigation of cross-boundary collective working may be intrinsically motivated. As discussed in section 7.3.1, some boundary spanners

(e.g., Patrick, Greg and Barbara) individually crafted cross-boundary relationships for the intrinsic enjoyment of it.

However, others craft towards collective working in order to meet an end goal (e.g., Alex, in order to work abroad; Diane, in order to obtain agreement to planning consent). In these accounts, collective working is incidental to the goal, so more akin to an identified form of motivation whereby ostensibly external rewards of crafting have been integrated into the boundary spanner's preferences and interests. Similarly, Keith's and Carl's collaborative working was instigated by Keith's need to establish new products and Carl to learn about disease; both found aspects of working together that addressed each person's needs and preferences (i.e. Carl knowledge building and marketing, Keith in developing new products).

Some boundary spanners did not craft their jobs to generate opportunities for collective working at all, even when there was ample opportunity to do so. For example, in contrast to the five participants who explicitly described helping behaviours to invite reciprocity, neither Elizabeth nor Simon did so. Indeed, Elizabeth and Simon described inter-personal behaviours more akin to 'taking' – information from advisors in Simon's case, and holding the CCG to account in Elizabeth's case. These perceptions of their jobs – or crafting of the cognitive boundaries of their jobs, are quite different to those of their colleagues, Ashley at Energy Co and Barbara at Medic Co. The absence of crafting towards collective working, or crafting away from it (i.e. Cathy, as described in chapter 6), could be explained in several ways. First, the boundary spanner's basic needs may have been addressed elsewhere, so there was no compulsion to pursue collective working. Second, there could be an absence of external motivation (i.e. extrinsic rewards) to pursue collective working, which in turn may have held potential for identified motivation. Third, it is possible that dispositional differences could explain why some boundary spanners pursued cross-boundary working, while others did not. Remaining within the theoretical framework of SDT, one such dispositional difference is causality orientation, which refers to the individual's propensity

to ascribe either internal or external factors to their own behaviour (Deci & Ryan, 2000). One causality orientation is autonomy orientation, whereby the boundary spanner is more likely to seek situations where they have freedom in choice of what to do; the other is control orientation, whereby the boundary spanner may be more likely to seek situations where others set out what they should do. Thus, it may be that given the free choice in their actions and in the absence of direction from others, boundary spanners with a control orientation may be less likely to proactively seek cross-boundary collective working through job crafting, compared to those with an autonomy orientation.

In summary, these examples indicate three aspects of variability between individuals. First, variability in the extent to which enjoyment and satisfaction are derived from the process of crafting towards collective working. Second, variability in the extent to which enjoyment and satisfaction are derived from the achievement of an end goal, such as received reciprocity, such that collective working through job crafting is a means to an end. Third, variability in the degree to which the individual is oriented and/or motivated towards instigating collective working.

Movement proposition 14: Job crafting directed at instigating collective working may be associated with intrinsic motivation, that is undertaken for the enjoyment of relationship building in itself or with identified motivation, undertaken in order to meet a concordant work and personal goal.

Movement proposition 15: The degree to which a boundary spanner does not craft towards collective working may be due to need satisfaction elsewhere, and/or lack of external motivation to do so, such that there was no intrinsic or extrinsic motivation to pursue collective working.

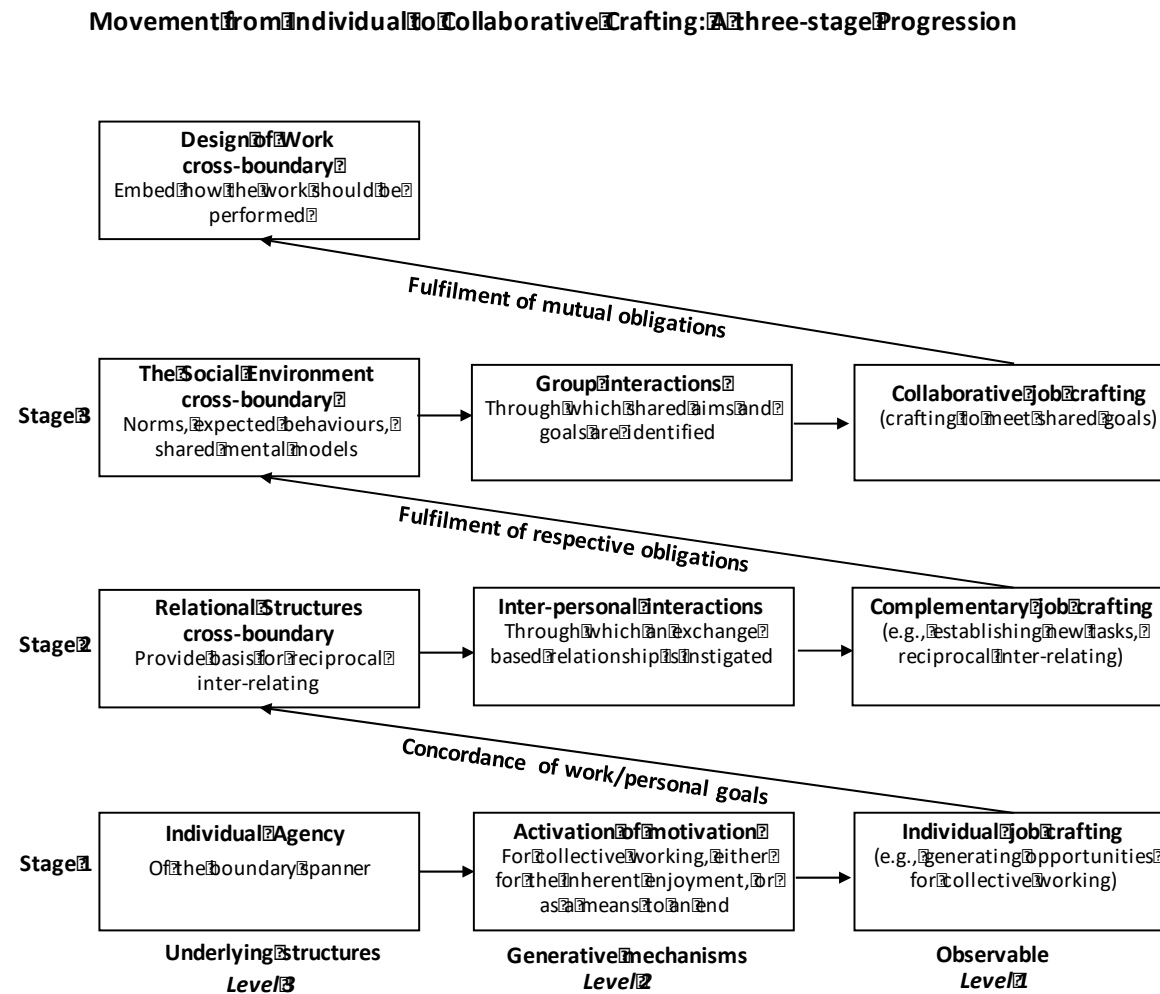
7.8 Building an explanatory model for cross-boundary movement

The propositions detailed in the preceding section and summarised in table 7.4 provide a basis to develop an explanatory model of movement, which is presented in figure 7.1. Unlike the dark crafting model, where structures

informed mechanisms and in turn observations, the movement model is structurally layered. This is because job crafting alters relational and work structures, triggering differing mechanisms at each successive level. For example, individual crafting led to altered relational and work structures that then held powers to activate more crafting: the movement model reflects this stratification. The mechanisms represent intra-individual processes at the individual crafting level, inter-personal processes at complementary crafting level and group processes at the collaborative crafting level.

At each of the stages one to three, the model presents the underlying structures (level 3), generative mechanisms (level 2) and what is empirically observable (level 1). The model is presented in figure 7.1 and the description of the model follows.

Figure 7.1: Explanatory model of cross-boundary movement from individual to collaborative crafting



The finding is that cross-boundary movement between individual and collective working comprises a staged progression from individual job crafting, through complementary job crafting to collaborative job crafting. There was no evidence of movement occurring other than through this staged progression (proposition 2). Furthermore, job crafting manifests as a distinct construct at each stage (proposition 1).

At stage one (individual job crafting), individual agency may give rise to activation of motivation to craft towards cross-boundary collective working, either to meet a personally valued goal, undertaken for the enjoyment of relationship building in itself, or as a means of satisfying concordant work and personal goals (proposition 14). On the other hand, where needs are met elsewhere, motivation to craft towards collective working may not be activated in some individuals (proposition 15).

Movement to stage two is contingent upon boundary spanners shaping the cross-boundary environment to generate opportunities (proposition 3), relationally crafting with corresponding boundary spanners (propositions 5 and 6) and of instigating a cross-boundary exchange relationship (propositions 8 and 9). Successful movement to stage two is characterised by a cross-boundary relational structure between corresponding boundary spanners (proposition 12).

At stage two (complementary job crafting), the cross-boundary relational structure between corresponding boundary spanners holds potential for complementary crafting, whereby an exchange-based relationship characterised by reciprocal relations enables each boundary spanner to fulfil their needs and preferences (propositions 3, 5 and 10). Complementary crafting at stage two is enabled through inter-personal social processes (proposition 4) and perpetuated by perceptions of success and fulfilment of perceived respective obligations (proposition 13).

Movement to stage three occurs through complementary crafting, but is contingent upon cross-boundary exchange relationship properties of trust,

shared norms and mental models (proposition 11). Fulfilment of mutual obligations and perceived success through complementary crafting may become a norm held in common by the participating boundary spanners (proposition 11). This may constitute an implicit contract, whereby predictable patterns of interactions are established between the parties (Rousseau, 1989, after Weick, 1981) and a form of psychological contract (i.e. between peers) whereby obligations are established and mutually fulfilled generating the expectation of future benefit (Rousseau, 1989). Norms and shared mental models constitute a social environment of work (proposition 12), which in turn, may enable collaborative crafting where mutual goals are identified by participating boundary spanners (proposition 3).

At stage three (collaborative job crafting), through crafting at the lower levels, boundary spanners alter the structure of the social environment of cross-boundary work (proposition 12). The altered social environment holds potential for interactions akin to group processes, characterised by shared goals or aims (proposition 1). This in turn, may generate cross-boundary collaborative crafting, such as instigating new cross-boundary tasks (proposition 7). Collaborative crafting leads to two structural alterations in the cross-boundary design of work: the social environment of work whereby mental models, norms and so on become embedded as a group process and alterations to the structure that comprises the design of work and how it should be performed. These alterations embed collective working inter-organisationally.

7.9 Conclusion

In this chapter, I have examined the individual, intra-personal and inter-personal and group dynamics, processes, behaviours and cognitions underpinning boundary spanners' job crafting.

This chapter began with accounts of individual job crafting approaches adopted by boundary spanners in order to generate opportunities for collective working, across the boundary. Data suggest job crafting holds a

process-goal and/or end state goal-like quality; in this sense, being both present and future oriented.

I then examined the inter-personal processes, comprising behaviours and perceptions around collective working; these alter the inter-organisational work design, but hold a fragile quality. Over time, collaborative crafting may occur across the boundary through a three staged progression: from individual, through complementary, to collaborative job crafting. Movement to stage three (collaborative crafting) is characterised by new work structures that hold a more permanent quality, and an embedding of mutual obligations therein. From the data, all accounts of cross-boundary collaborative crafting had progressed through the three stages; there was no evidence of movement directly from individual to collaborative crafting. Therefore, the three stage model is proposed as one that reflects movement from cross-boundary individual to collaborative working.

These findings highlight the inter-personal under-pinning of movement from independence to inter-dependence in loosely structured inter-organisational contexts, and, how these alter over time. It provides finely grained attention to the inter-personal dynamics and processes through which job crafting is undertaken. Furthermore, it demonstrates the central role of job crafting in boundary spanners decisions in respect of cross-boundary working.

CHAPTER 8 FINDING – DEGENERATION AND THWARTING OF MOVEMENT BETWEEN INDIVIDUAL AND COLLECTIVE CROSS- BOUNDARY WORKING THROUGH JOB CRAFTING: A ONE-STEP REGRESSION

8.1 Introduction

This chapter presents findings from the themes of degeneration and thwarting of the cross-boundary movement between individual and collective job crafting.

Degeneration from collective forms to individual crafting was triggered by intervening adverse events or actions of others. While movement ‘upward’ from individual through complementary to collaborative crafting comprised a staged progression, movement ‘downward’ occurred directly (i.e. in a single stage) as boundary spanners reverted to individual crafting. An over-arching characteristic of degeneration is avoidance of situations or people associated with, or similar to the adverse event, both in the present i.e. in response to the event, and in the future, i.e. in crafting to avoid future similar adverse events.

Thwarting occurred when boundary spanners were either unable to generate reciprocal relations or perceived obligations with corresponding boundary spanners were unfulfilled and so movement was not satisfied. These accounts are notable for the persistence displayed by the boundary spanners.

Boundary spanners’ responses to adverse events and thwarting suggest a goal-hierarchy of job crafting whereby boundary-spanners assess job crafting goal progress and individually craft to pursue alternative approaches: (1) disengagement and diversion of energies to other job crafting goals, (2) reframing the significance of the job crafting goal and (3) adopting alternate strategies in pursuit of the job crafting goal.

These findings respond to **Objective 4**: Examine the temporal aspects, such as chains of events and activities; and, **Objective 5**: Examine the ‘how’, ‘why’,

‘what’ and ‘when’ of job crafting with a view to contributing to theoretical development.

The contribution of these findings is to illuminate the processes of job crafting in the face of adverse events. Job crafting studies to date have examined the role of the leader in the perceived opportunity to job craft (i.e. Solberg & Wong, 2016) and adaptive moves undertaken by job crafters to address challenges presented by virtue of their rank in the organisation (i.e. Berg, Wrzesniewski and Dutton, 2010). However, no studies to date have examined how or why events punctuate job crafting, nor how this relates to the dynamics of movement between individual and collective working explored in the present study. Similarly, no studies have explored a goal-like quality to job crafting.

The structure of this chapter is as follows. In section 8.2, I describe the analytical approach that generated the findings. In section 8.3, I present 5 accounts whereby events led to degeneration from cross-boundary collective working to individual job crafting. While movement towards collective working comprises a staged progression, movement away from collective working occurs in a single stage, directly to individual job crafting. In section 8.4, I present an over-arching theme of degeneration, which comprises individually crafting to avoid people or situations. In section 8.5, I examine three accounts of thwarting of job crafting endeavours. One recurring facet of these accounts is how boundary spanners persisted in their crafting endeavours, often despite substantial barriers.

In section 8.6, I outline the contribution of these findings. In section 8.7, I examine the findings, in line with the guiding conceptual framework for the study. I focus on the nature of the events and how these intervened with job crafting, the cognitive processing and behavioural aspects in light of these events and the motivational aspects. Section 8.8 presents explanatory models for degeneration and thwarting of movement and the cognitive and

behavioural processes pursuant to adverse events. The chapter concludes in section 8.9.

8.2 Analytic approach to generate these findings.

The analytical procedure examining the temporal quality of job crafting, as described in section 7.2, revealed a theme whereby on-going job crafting directed towards collective working had degenerated or been thwarted, leading boundary spanners to revert to individual job crafting. The accounts were notable for their length, compared to accounts of successful job crafting and their affective component, whereby some (but not all) boundary spanners expressed how the adverse events or actions had impinged upon their wellbeing.

I scrutinised the accounts to examine why degeneration or thwarting had occurred, and how this informed the boundary spanners' subsequent job crafting endeavours. Unlike the staged progression from individual through complementary to collaborative job crafting, described in chapter 7, in cases where degeneration or thwarting occurred, movement downwards occurred directly from collective to individual job crafting (i.e. it was not a staged regression).

8.2.1 Degeneration from collective working: direct to individual job crafting

Degeneration was triggered by adverse environmental events, that is events external to the individual boundary spanner. The prevailing condition of the event that led to degeneration was that it was interpreted by the boundary spanner as non-fulfilment of perceived obligations to them by others, whether a colleague, leader or corresponding boundary spanner. Degeneration from collective working to individual job crafting occurred through two paths: adverse events located within the exchange relationship led to its degeneration (i.e. directly), or adverse events outside the exchange relationship led to its degeneration (i.e. indirectly). An over-arching theme of the degeneration accounts was of boundary spanners crafting to avoid either

similar situations or people that gave rise to the adversity. Accounts described crafting to avoid the source of the adversity during the course of the fieldwork and intentions to craft to avoid similar situations in future.

8.2.2 Thwarting of collective working

Some cases provided accounts of thwarting of individual crafting, which had been directed at instigating cross-boundary working, so that movement could not occur. The prevailing condition for thwarting was the lack of establishment of, or unfulfilment of perceived obligations, Thwarting took two forms: unfulfilment of perceived obligations within the exchange relationship of corresponding boundary spanners (i.e. directly) or through differing perceptions of obligations within the work design, such as through management control (i.e. indirectly).

Table 8.1 presents an overview of the accounts of degeneration and thwarting and the relevant sections where the findings are presented.

Table 8.1: Accounts of degeneration from collective working to individual crafting and thwarting of movement

Degeneration	Thwarting
Siobhan	Bruce
Steve	Lorna
Elizabeth	Keith
Jo	
Alex	
Keith	
Simon	
8.3	8.5

8.3 Degeneration of cross-boundary collective working: direct to individual job crafting

Cases provided accounts of events that led to degeneration in collective working. Specifically, these events led to boundary spanners withdrawing from collective working and reverting to individual crafting. Degeneration occurred when perceived mutual obligations were unfulfilled, whether from corresponding boundary-spanners, organisations or managers. An over-

arching theme was of crafting to avoid the situation or person who generated the adversity, or similar situations or people in future. Accounts provide insight into intra-personal aspects by which boundary spanners craft their jobs to avoid similar situations in future.

In a total of 7 accounts, events intervened in the ways the boundary spanners crafted their jobs leading to degeneration to individual crafting. These are summarised in table 8.2. In all cases, the degeneration was triggered by an environmental event, which had an impact upon subsequent job crafting. The accounts were remarkable in the boundary spanners' descriptions of the personal and emotional impacts of the event, and the ways in which they had cognitively dealt with these adverse situations.

Crafting to avoid. A recurring theme across these accounts was one of crafting to avoid, which entailed withdrawal from future interactions or situations with the potential source of the adverse experience, whether a situation or an individual. Some boundary spanners (Jo, Steve, Alex, Elizabeth and Keith) noted a future oriented intention: for example, to avoid a similar experience or do things differently next time.

Table 8.2: Summary of accounts of events leading to degeneration of collective working

Participant	Adverse event	Unfulfilled perceived obligations	Job crafting response	Emotional expression
Siobhan	Bypassed by the Trustees about an important recruitment decision	<i>'I'm battling to get senior managers to follow the (HR) process, but at chairman level it's 'we can do as we see fit because we're trustees.'</i>	Intention to leave the organisation; Crafting at networking events in self-interest, rather organisational interests	<i>'I have felt upset, I've felt unwell, I've felt completely and utterly demoralised.'</i>
Jo	Dismissal from a long term work arrangement	<i>'They've always been protecting their self-interest...(while) I was busy pulling everything together.'</i>	Cognitive crafting by reducing significance of collaborative work arrangements. Intention not to pursue these in future	<i>'I've been tossed aside, and so you just kind of think...'</i>
Steve	Non-payment for a long term contract	<i>'I put on the events...but they didn't fulfil their side of the bargain...it's been tough financially.'</i>	Crafting by reducing collaborative career events and expanding tasks in respect of career advice	<i>'It was a shock, but perhaps it was time to move on anyway.'</i>
Elizabeth	Role model accused of assault	<i>'We are here to protect the vulnerable, so if the head of the organisation is accused of violence, then it doesn't fit.'</i>	Crafting by reducing significance of collective working with the CCG	<i>'I was feeling a little bit awkward about going back to that scenario.'</i>

Table 8.2: Summary of accounts of events leading to degeneration of collective working (continued)

Participant	Adverse event	Unfulfilled perceived obligations	Job crafting response	Emotional expression
Alex	Corresponding boundary-spanner betrays a confidence	<i>'We had this understanding that what is said in the car 'stays in the car' and I discovered that wasn't true.'</i>	Crafting by withdrawing from collective tasks with Ben and intention to do so in future	<i>'It made me feel a bit wary of him.'</i>
Keith	Leader yells at a colleague during a meeting	<i>'If you want to motivate me, treat me like an adult. If you want to shout and bawl at me, I'll go somewhere where people behave like human beings.'</i>	Crafting to avoid meetings with the leader	<i>'I don't react well to being treated directly'</i>
Simon	Advisors lied during an important transaction	<i>'We had some issues with some bankers who did something that was not great to us....this is about trust and it takes a lot of time to build, if you ever build it again.'</i>	Crafting to avoid collective working with advisors instead gathering information from others, so bypassing advisors	<i>'I said, 'you know this is not the universe that I come from'.'</i>

Unfulfilled perceived obligations. The perception of unfulfilled obligations is a facet of the degeneration of movement from collective working to individual crafting. As discussed in section 7.7.3, exchange based relationships are sustained through interdependent transactions through which interpersonal attachment forms. Cropranzano and Mitchell (2005) liken the steps to building quality relationships as akin to climbing a ladder. In the present study perceived breaches are akin to ‘snakes’ from the game ‘snakes and ladders’: where perceived obligations are unfulfilled, the relationship disintegrates, as trust and mutual respect collapse. Since job crafting is agentic and purposeful, it is a means through which individuals respond to breaches in perceived obligations.

In four cases (Jo, Steve, Alex and Simon), events perceived as unfulfilled obligations by corresponding boundary spanners led directly to their degeneration from collective working to individual crafting. In three cases (Siobhan, Elizabeth and Keith), perceived obligations were unfulfilled by a third party (i.e. the trustees, Chief Executive and the Managing Director, respectively). These events intervened with the boundary spanners’ intentions to instigate collective working elsewhere, that is, indirectly (e.g., hospitals, the CCG and senior managers, respectively). In all three cases, senior organisational representatives were perceived to have unfulfilled their obligations. I illustrate degeneration of collective working with three accounts, those of Alex, Siobhan and Elizabeth.

Example 1. Alex at Property Co

Alex is holding an outsourced role, therefore is working for the client. Alex relays how she progressed through the stages of individual and complementary crafting with a worker from her ‘home’ organisation, Ben. However, Alex reverts back to individual crafting, which she attributes as due to Ben betraying her confidence. Alex perceives Ben’s behaviour as a breach of trust and running counter to the explicit understanding between the pair.

Alex recalls a work dinner from the year prior to the interview; sitting next to Ben, the two had established a rapport. Alex: *'I first met Ben a year ago. We have this big in-property dinner ...So I sat next to him. Ben's just a really good laugh to sit next to at this meal. ...since then I had very little to do with him.'* (Interview 3)

Alex then goes on to explain the circumstances in which the two had been allocated to the same project, Alex representing the client and Ben representing Property Co.

Alex: *'I'm aware of what Ben does and I'm aware of what he was tasked to do, it was more probably more he was less aware of me in a sense. But again its more maybe not luck in that sense in that particular one, but maybe lucky we were put together to work on the project together from different sides.'* (Interview 3)

Alex provides an example of how she and Ben have started to work together, albeit from different sides (client and Property Co). Alex recounts how complementary crafting will benefit each in their respective career progressions.

Alex: *'it turns out Ben and I get on very well together which has been really fortuitous. And so for example on Monday we've got to go back down and do another presentation in my client.....we're going to drive together because last time we drove back home together we had a really good conversation and realised that it could be mutually beneficial if we worked together a bit more, both for personal career wise but also for our company wise.'* (Interview 3)

However, during interview 4, Alex reveals that Ben had betrayed her confidence, referring to the implicit understanding that she felt they had. In this sense, Ben has not fulfilled the mutual obligation that Alex perceived as characterising their relationship.

Alex: *'we had this understanding that what is said in the car 'stays in the car' and I discovered that wasn't true. I said something about a colleague to him and he went and told them!...It made me feel a bit wary of him.'* (Interview 4)

Alex then explains how the ending of their respective project was a convenient 'full stop' for their collective working.

Alex: *'The aspect I was working on concludes quite nicely and rounded off and had a nice full stop at the end of it a few weeks ago. And I haven't really had much to do with him since.'* (Interview 4)

Alex appraises this event by emphasising Ben's behaviour as non-fulfilment of mutual obligation, while also referencing to how this experience has shaped her future intentions with respect to collective working.

Alex: *'As much as he was friendly, friendly or jolly jolly, what is said in the car stays in the car. Actually, people don't think like that really in real life and you need to be wary about what you say to them. I think it did make me think. It was like a little thing went off at the back of my head just to say 'be careful of that in the future.'* (Interview 4)

In Alex's case, Ben had broken the implicit understanding of discretion, which Alex thought was mutually understood. This leads Alex to craft away from collective working by *'being more wary of him'*. Alex also suggests the experience will inform her future crafting by having to be *'more careful in future.'*

Example 2. Siobhan at Air Co

During interview 1, Siobhan describes the ways she has crafted her job as HR Director, by introducing a number of initiatives at Air Co, which are directed at improving Air Co HR processes and developing organisational capabilities. However, during interview 2, Siobhan recalls how a recent event led her to question her future role. Air Co Trustees met to recruit and appoint a new Chairperson, without Siobhan's knowledge or involvement. Following this shock, Siobhan talks of how this affected her psychologically, and has led her to change the ways she crafts her job, such as attending the office less often, focussing on her personal networks to seek other opportunities, and adjusting cognitively. Siobhan also signals her intention to resign from Air Co.

In the following excerpt, Siobhan describes how she interpreted this event as the Trustees viewing her rank as less important to the functioning of Air Co, compared to how she personally saw her role.

Siobhan: *'They (Trustees) are in the process of perhaps looking at a new Chair and looking at where Joe's role sits as it had been interim. Very disappointingly they set up a nominations committee which I knew nothing of and (they) have made the appointment. Researcher: 'Without involving the HR Director?'*

Siobhan: *'No... So I feel a little bit wings clipped as far as having to appreciate that I have a remit to a level and not necessarily at the level I might have worked at previously.'* (Interview 2)

In the following excerpt, Siobhan describes her struggles as she cognitively tries to process and rationalise the Trustees' behaviour. In addition to bypassing Siobhan in making the appointment, the Trustees have bypassed Siobhan's HR processes.

Siobhan: *'I would never want to look unprofessional in front of anybody else but obviously personally it's been a bit of a bitter pill to swallow and I just can't understand it. I just can't understand if you choose to recruit a head of HR that has the skills and the input that I could have had why on earth, even a courtesy call in advance. So announcements gone out to confirm Joe as a permanent appointment but I certainly don't know who's issuing his contract, who's confirming his start date, what his salary might look like, what the input might be on.'* (Interview 2)

Siobhan describes how she raised the inconsistency between her role, rank and the behaviour of the Trustees, with Air Co Chair. However, the Chairperson reinforces what Siobhan has already interpreted from the event, that Siobhan's rank and experience are not valued. Following this meeting, Siobhan assesses her future position as untenable.

Siobhan: *'I had gone to the Chair and have been told it's not in my remit and as Chair I will make any decision I feel is, I have the jurisdiction to make any decisions as Chairman as I see fit. So that's the line. So I have pushed, I have said my piece. When you get the line like that, you either push it to extreme which would make it untenable for me to stay, or think I'll continue with my work but in the meantime yes as soon as another exciting project comes up I will be heading to pastures new really.'* (Interview 2)

The following excerpt illustrates that, despite having done a good job, Siobhan's effort is not reciprocated by the Trustees, who exclude her from an important recruitment decision. As such, the Trustees have not fulfilled their obligations, according the senior role that Siobhan was appointed to.

Siobhan: *'It really had burst my balloon to the point where I'd come in and do a fantastic job, but I can't see myself being here in another six months to be fair. I really feel I've added the value that I can add. I will see the health and safety project through but disappointingly know I don't have or seem to have an input or value to add at that level, and had all sorts of ridiculous reasons as to why, almost a little insulting.'* (Interview 2)

Siobhan describes the psychological discomfort she experienced: one the one hand she had had been hired and *'come in to do a fantastic job'* as the HR Director, on the other she does not seem to have any *'value to add at that level'*. In response, she has cognitively crafts her job as having a limited future: *'I can't see myself being here in six months'* and also crafts by limiting the time she has in the office and networking in order to secure another position at a senior level.

Siobhan: *'I'm having to, I feel hugely aggrieved and I'm having to pipe myself down and actually manage how often, how much I'm in the office really. I have felt upset, I've felt unwell, I've felt completely and utterly demoralised, and then I have to accept I can only influence what I can influence. I've had the conversations, I'm planning to meet and have coffee with the individuals (network contacts). It is what it is, it very much is what it is and the doors firmly closed and I have had very much that as Trustees we will do as we see fit.'* (Interview 2)

The use of the phrase *'the doors firmly closed'* indicates that Siobhan has assessed the expected progress of her crafting aims at Air Co as without hope. As a result, Siobhan disengages and reverts to individual job crafting directed at the pursuit of looking for another job opportunity. In the case of Siobhan, the event was akin to a shock (Holtom, Mitchell, Lee & Inderrieden, 2005). Siobhan responded by avoidant individual crafting – spending less time in the

office and pursuing other job opportunities. Siobhan could have cognitively crafted her job, to 'fit' the Trustees perceptions, as the findings of Berg, Wrzesniewski and Dutton (2010) suggest. Instead, she chose to disengage, reverting to individual crafting. Siobhan's response suggests that the event challenged her self-image, or 'idealised self', to the extent that her job was untenable.

Example 3 – Elizabeth at Medic Co

During interview 1, Elizabeth explains how she sees her role on the CCG managers' group as one of questioning decisions and ensuring the CCG are held to account.

Elizabeth: 'It (CCG) is but it's also a forum for, challenge isn't the right word, but it's a forum for questioning for actually if you felt strongly this was perhaps not the way to go: 'why are you going in that direction, isn't there something else you could do?' So it's a forum for holding them accountable for what they are delivering.' (Interview 1)

However, a recent event recounted by Elizabeth during interview 4 has led her to question her representation on the CCG. Elizabeth explains that the Chief of the CCG was accused and subsequently acquitted of assault. Elizabeth recounts how, in line with the ways she sees herself as a Practice representative, she raised questions as to how the CCG dealt with this issue during a recent meeting.

Elizabeth: 'Interestingly recently we had an interesting scenario which is ongoing from last time and it was in the national press, the chief executive officer has since then resigned. But I raised issues regarding that and how that matter was handled and other things during one meeting, and a colleague came up to me afterwards and said thank you for asking all those really good questions.' (Interview 4)

Elizabeth explains the dissonance she feels between what she perceives as the role of the CCG and the accusation made to its leader.

Elizabeth: *'As a health care organisation you are there to protect the vulnerable, so if you have got someone who is that the head of that organisation who is accused and going to court as being a, as having created an alleged victim of violence, then it doesn't fit. So it didn't feel quite right really.'* (Interview 1)

For Elizabeth, this event has led her to question her participation with the group in future, as she no longer has confidence in them. From Elizabeth's perspective, the CCG have failed in their obligation to serve the medical community.

Elizabeth: *'This episode, because maybe I was more vocal than other people I was feeling a little bit awkward about going back to that scenario once he was acquitted...I do like doing it, it's all that whole business has actually tainted it a bit. I would have felt uncomfortable and I was actually thinking of saying to my colleagues look I no longer have confidence in these, whatever mysterious processes that are going on, I no longer have any confidence in them and I don't wish to be a spokesperson any more... but I am not sure I can wriggle out of this one as easily. Because it means someone else will have to do it'* (Interview 4)

After talking about this event and the political and financial issues that come with running a practice, Elizabeth describes her intention to re-focus on her core job.

Elizabeth: *'I think sometimes in your life there are periods of consolidation so you want to keep things simple and just do the job you are trained to do. And just do your allotted hours or whatever with your skills and your talents that you can do it almost blindfolded. And I guess I am in a period of my life where I actually feel in one of those situations, where I just want to fence myself in from the rest of all the other demands from outside and just focus in on what I do and what I do well. It's always challenging, but isn't quite as challenging as the other things.'* (Interview 4)

Elizabeth recognises that she will probably be unable to hand over the CCG representation to a colleague, so will have to continue undertaking an aspect of her job that is causing her discomfort. Data indicate Elizabeth responds by cognitively re-framing her job to focus on her surgery work. In doing so, she

cognitively diminishes the significance that she had previously attached to her CCG representation role, even though ostensibly, Elizabeth's job has remained the same.

8.4 An over-arching theme of degeneration: crafting to avoid

Data indicate a future oriented aspect to job crafting; this entails crafting to avoid similar adverse situations. Boundary spanners' avoidant responses to adverse events are summarised in table 8.2. Data suggest an intention to craft task and relational boundaries differently either in the present, or in future should a similar situation occur. As such, job crafting is means of modifying the situations that the boundary spanners find themselves in. Furthermore, the accounts indicate how adverse events result in alterations to boundary spanners' work meaning and in some cases, work identity.

Crafting to avoid may be directed at avoiding inter-personal interactions with a specific individual. For example, Alex notes that she will 'be more careful' in relationship building in future, after Ben betrays her confidence. Similarly, Keith speaks of avoiding interactions with a senior leader at Parent Co, who he terms 'Mr Shouty'. Keith: *'My strategy with people like that is just keep out.'* (Interview 3). In the job crafting literature, the data of Berg, Wrzesniewski and Dutton (2010) evidence crafting to avoid, although this was not analysed as such by the authors. For example, one participant recounts crafting the extent of a relationship with a supervisor whose meetings are time consuming. *'I've tried to limit some time with my supervisor because sometimes she wants a really high level of...pre-work'* (:166).

Avoidance may also be directed at a group or body of people. For example, Siobhan intends to resign from Air Co after irreconcilable issues with the Trustees, and Elizabeth re-frames her role as a general practitioner, rather than as a representative at the CCG, who she views are tarnished by the scandal involving the Chief Executive. Similarly, avoidance may be directed at a situation. For example, both Steve and Jo withdraw from some aspects of their work to avoid a re-occurrence of bad debt and sacking respectively.

In just one case, Simon, crafted by getting even (see section 6.4): where advisors had lied to him in the past, he individually crafted his job to secretly elicit information from advisors. Simon's approach is a form of future-oriented crafting to avoid. In secretly gathering information, he hopes to avoid a situation in which he will be lied to again. He does so by crafting to ensure the information he obtains is accurate. Simon's account suggests he derives satisfaction from doing so secretly, hence obtaining redress.

8.5 Thwarting of collective working

Thwarting occurred when the cross-boundary exchange based relationship was not established, and so movement between individual and complementary crafting did not occur. In some cases, motivated job crafters persisted in their attempts, often despite substantial barriers, and over long time periods.

In all, three boundary spanners provided accounts of thwarting. Lorna was thwarted in her attempts to generate collective working with a local Research Institute, despite repeated attempts to generate opportunities and establish an exchange-based relationship. Despite Keith's attempts to instigate exchange-based relationships with managers in the risk group, Keith was unsuccessful in establishing collective working to promote and sell his new business proposition. Bruce, in contrast was thwarted from moving towards collaborative working with energy plant operators when he voiced his intentions to Ashley and Simon, who responded by preventing him from doing so. I illustrate with one example, that of Lorna.

Example 1. Lorna at Medic Co

Lorna holds a medical interest in paediatric food allergy. Lorna undertakes research, contributes to journals and presents at national medical conferences on the topic, with a view to building medical awareness of diagnosis and treatment. Lorna describes how her work has led to her being considered a national expert in her field, as illustrated in the following excerpt.

Lorna: *'I've got a very good status on a national level or even on a European or international level because our papers were presented at a lot of the European meetings last year and stuff.... I sat on the NICE (National Institute for Health Care Excellence) guidelines committee and then some of the NHS evidence work and all those sort of national projects'* (Interview 1)

Over the course of the interviews, Lorna describes how she has attempted to instigate collective working with the local Research Institute, in order to undertake research into a specific food allergy. Lorna has already secured funding for this research, but requires an institution to host her work. Lorna attempts some of the behaviours described in section 7.3 to generate opportunities for collective working. One of the ways in which she does this is by utilising a contact.

Lorna: *'the (Research Institute) administration lead Joan, is somebody who was a GP practice manager who knows the NHS side and wants to get them more involved with patients and real world, but also who knows me having me looked after her child when he was poorly. So she's linked me back in with them again. So it's only through knowing people that that's come full circle.'* (Interview 1)

By interview 2, Lorna is still waiting for a meeting date, organised through her contact. Lorna speaks of her frustration that this is not meeting her expectation, given the Research Institute instigated the contact.

Lorna: *'it's now gone completely quiet (with the research institute) I have not heard anything whatsoever. That's an interesting one because they came to me saying have you got any ideas, I haven't heard any more from them.'* (Interview 2)

During interview 4, Lorna recounts that she has had a meeting with the Institute, but that this was an unpleasant interaction. I asked her to describe why she felt this had not gone well.

Lorna: (at the research Institute meeting) *'One of the consultants got up and walked out, there was one paediatrician who said the sort of illnesses I was talking about wasn't really a disease and it was a collection of subjective*

symptoms described by parents; you couldn't classify it as a disease, so it wasn't going to get anywhere in the college as being recognised.' (Interview 4)

Lorna explained how these behaviours signalled to her that the consultants did not take her work seriously. Lorna: *'from a personal point of view it would be nice just to be taken a bit more seriously.'* (Interview 4)

However, rather than withdraw from attempting collaboration, Lorna goes on to describe how discussions with Joan, her social contact at the Research Institute, culminated in Lorna applying for further funding. The excerpt suggests Joan provided instrumental, informational and emotional support to Lorna, which may have edified Lorna's resolve. Lorna explains Joan's personal interest, suggesting reciprocal relations between the two.

Lorna: 'I met with Joan (at the research Institute) and we had a really good chat and it was following that that I then put five (grant) submissions in....Again its interesting because she has got a personal interest in it because her son has delayed food allergies She is really keen to see it work. Which is nice to have somebody as an ally but it will be interesting to see how that one pans out.'
(Interview 4)

During interview 4, and following the account of attempts to work with the Research Institute, Lorna iterated that her work is nationally recognised with the Allergy Society.

Lorna: 'The other thing I am doing at the moment is judging the abstracts for the primary care side of the Allergy Society meeting. I was asked to judge the abstracts I wasn't going to go to the meeting but then when I was asked to do the abstracts and then there is the judging on the Friday I felt as though I ought to go because it was nice to be asked.' (Interview 4)

From Lorna's account, three interesting facets of job crafting emerge. First the goal-progression quality of job crafting, echoed through the work of Berg, Wrzesniewski and Dutton (2010) whereby crafters undertake adaptive moves in order to craft; despite the set-back, Lorna persists in crafting her job. Second, in the face of an unpleasant reaction from the consultants at the Research Institute, the instrumental, informational and emotional support

(House, 1981) Lorna receives from Joan seems to steady her resolve to pursue her job crafting there. Finally, Lorna made a claim as being a nationally recognised expert as a means of cognitively countering the challenge her self-image conveyed through the Research Institute consultants' response.

In summary, thwarting may occur in the movement between individual and collective cross-boundary working, whereby the mechanisms for movement may not be activated: generating opportunities in stage one and establishing reciprocal exchange-based relationships in stage two. As the movement model is dependent upon corresponding parties, this finding demonstrates how, despite efforts, boundary spanners may not be successful if the corresponding party does not wish to undertake collective working (e.g., Lorna, Keith). In the case of Bruce, the monitoring systems of the job hinder his crafting endeavours. As discussed in section 6.8.2, Bruce chose to make his crafting intentions explicit to his managers (Simon and Bruce), but is not permitted, so is unable to generate opportunities collective working with operational managers at all.

8.6 Contribution of the degeneration and thwarting findings

The finding of degeneration between collective and individual crafting due to adverse events is a new contribution to the job crafting literature. Prior research into the processes of job crafting has found it involves an inter-play between proactivity and adaptive actions (Berg, Wrzesniewski and Dutton, 2010). However, rather than adapting either one's own or others' expectations in order to craft as in prior research, the findings in the present study are that adverse environmental events punctuate and intervene with job crafting endeavours and alter the very nature of the job crafting intentions - both in the present and in future. Findings also shed light upon the cognitive processes through which job crafting progress is appraised and the job crafter's intentions are altered. In the movement model (figure 7.1), the fulfilment of perceived obligations sustains movement through the three stages of progression. However, findings in the present chapter are that

adverse events or actions intervene in movement. Perceived as unfulfilled obligations, adverse events lead to a single staged degeneration - directly to individual job crafting (i.e. movement downwards does not follow a three-staged regression).

The thwarting finding complements the model of movement presented in section 7.8 and figure 7.1. The thwarting finding builds upon the movement finding by illustrating the challenges boundary spanners face in undertaking their job crafting endeavours. Rather than adapt their own or others' expectations as suggested by Berg, Wrzesniewski and Dutton (2010), the boundary spanners persisted in crafting, often despite substantial barriers. These findings also provide new micro-foundational explanatory models in the boundary spanning literature.

8.7 Conceptual abstraction: Explanation of thwarting and degeneration

The conceptual abstraction analysis involved a close examination of the degeneration and thwarting accounts. My focus was on arriving at an explanation of 'why', 'how' and 'when' degeneration and thwarting occurred, and how this informed the dynamics and processes of cross-boundary job crafting. Examination focussed on four aspects, derived from prior research and drawing upon the guiding conceptual framework for the present study. (1) the qualities of the adverse event that led to degeneration or thwarting; (2) the form and type of job crafting before and after the adverse event; (3) the intra-personal processes underlying boundary spanners' responses; and (4) the implications of adverse events for boundary spanners' motivation. Table 8.3 summarises the propositions generated from examination of each aspect.

Table 8.3: Summary of propositions with respect to the underlying aspects explaining thwarting and degeneration

Underlying aspects	Proposition
Form and type of job crafting	<p>Degeneration / thwarting proposition 1: Adverse events lead to a one-step degeneration from collaborative crafting to individual crafting (i.e. the stage of complementary crafting is skipped) or from complementary crafting to individual crafting.</p> <p>Degeneration / thwarting proposition 2: The experience of the adverse event not only leads to degeneration of collective working, but may also inform future job crafting; adverse events alter both the paths of current and future crafting intentions.</p> <p>Degeneration / thwarting proposition 3: Degeneration of collective working to individual crafting is characterised by individual job crafting directed at avoiding the source of the adverse event or similar situations in future.</p>
Properties of adverse events	<p>Degeneration / thwarting proposition 4: Adverse events that derive from boundary spanners' relational structures can lead to degeneration or thwarting of collective working, where either respective obligations are not established, or obligations are perceived as unfulfilled.</p> <p>Degeneration / thwarting proposition 5: Degeneration from collective to individual working may occur directly, where obligations of corresponding boundary spanners are unfulfilled, or indirectly where obligations of third parties are perceived as unfulfilled in which case degeneration occurs in other collective working activities undertaken by the boundary spanner.</p>
Intra-personal processes	<p>Degeneration / thwarting proposition 6: Where adverse events interrupt job crafting progress and this is assessed as untenable (i.e. degeneration), boundary spanners withdraw from collective working, by individually crafting to avoid.</p> <p>Degeneration / thwarting proposition 7: Where adverse events interrupt job crafting progress and this is assessed as unfavourable, but not untenable (i.e. thwarting), boundary spanners persist in crafting towards collective working by adopting differing crafting strategies.</p>

8.7.1 Form and type of job crafting

A one-step degeneration to individual crafting. Unlike the staged progression from individual, through complementary to collaborative crafting described in chapter 7, degeneration of collective working is one-step regression, directly to individual crafting.

Each thwarting and degeneration account describes a point in time when something occurred that intervened with collective working, leading to degeneration to individual job crafting. A useful heuristic for situational occurrences is events, which are discrete occurrences, bounded in space and time (Morgeson, Mitchell & Liu, 2015) that may alter behaviour.

As described in section 8.3 and summarised in table 8.2, an over-arching theme of the degeneration accounts was that the event triggered an alteration to the boundary spanners' job crafting: from collective crafting to individual crafting. Following the adverse event, individual crafting was directed at avoiding people or situations, and so, collective working. Adverse events interrupted both the path of current crafting (i.e. degeneration of collective working and reverting to individual crafting) and the path of future crafting (i.e. intent individually crafting to avoid the person or similar situation). The degeneration accounts position job crafting as a means through which individuals are both able to shape their environment to generate cross-boundary collective working, but also withdraw and revert to individual crafting in the face of adverse events.

Unlike the degeneration accounts, in the thwarting accounts boundary spanners adopted differing strategies in their individual job crafting to persist with attempts to work collectively. Persistence is examined in section 8.7.3.

Degeneration / thwarting proposition 1: Adverse events lead to a one-step degeneration from collaborative crafting to individual crafting (i.e. the stage of complementary crafting is skipped) or from complementary crafting to individual crafting.

Degeneration / thwarting proposition 2: The experience of the adverse event not only leads to degeneration of collective working, but may also inform future job crafting; adverse events alter both the paths of current and future crafting intentions.

Degeneration / thwarting proposition 3: Degeneration of collective working to individual crafting is characterised by individual job crafting directed at avoiding the source of the adverse event or similar situations in future.

8.7.2 Properties of adverse events leading to degeneration or thwarting

Events that intervene with job crafting have not yet been examined in extant research. Although Berg, Grant and Johnson (2010) examined how individuals crafted their jobs to pursue additional callings the study focussed on crafting to respond to callings, rather than on the ways workers were prevented from crafting. Similarly, Berg, Wrzesniewski and Dutton (2010) examined how high and lower rank workers perceived challenges to their job crafting and adapted their crafting accordingly. However, that study focussed on the characteristics of challenges around of the design of the job and social environment, rather than situational occurrences that intervene directly, as in the present study.

The source of the event and why it intervened with collective working.

The summary of degeneration accounts in table 8.2, present the source of the event as attributed to an individual or group, as follows: the trustees (Siobhan), collaborator (Steve and Jo), head of the CCG (Elizabeth), Ben (Alex), leader (Keith), and advisors (Simon). As such, the adverse event derived from within the relational structures of collective working. Accounts describe the ways in which the adverse events were interpreted as unfulfilled perceived obligations, whereby trust and mutual respect between corresponding boundary spanners collapsed. Just as movement 'upwards' (i.e. to higher levels) altered the relational, social and work structures in ways that embedded collective

working, so in movement 'downwards' (i.e. from higher to lower levels, or failure to move to higher levels) these structures collapsed.

In the cases of Steve, Jo, Siobhan and Elizabeth the properties of the exchange relationships could be viewed as comprising a mutually understood belief in a reciprocal exchange, and as such constituted a psychological contract between an employer or their agents and an employee (Rousseau, 1989). In these cases, the contract between the parties was violated and so unfulfilled. In the cases of Alex, Keith and Simon, the properties of the exchange relationship were akin to an implied contract (Rousseau, 1989) whereby intervening events were interpreted as non-fulfilment of otherwise predictable patterns of behaviour.

Degeneration / thwarting proposition 4: Adverse events derived through boundary spanners' relational structures can lead to degeneration or thwarting of collective working, where either respective obligations are not established, or obligations are perceived as unfulfilled.

How the event intervened with collective working. The event intervened in collective working in one of two ways. For Steve, Jo, Alex and Simon the adverse event was located within their cross-boundary exchange relationship. In these cases, degeneration from collective forms to individual crafting occurred directly, as each boundary spanner individually crafted their job to disengage, or avoid the relationship. An alternate path occurred in the cases of Siobhan, Elizabeth and Keith, where the source of the adverse event was outside the immediate exchange relationship, but within the employee-employer relationship (i.e. Trustees in the case of Siobhan, the head of the CCG in the case of Elizabeth and a business leader in the case of Keith). As such, the events could be construed as a violation of psychological contract in the cases of Elizabeth and Siobhan - since those accounts suggest the employer's representatives had not kept mutually understood promises. In the case of Keith, the event could be construed as breaching an implied contract of expected behaviour.

In the case of Keith, avoiding the leader inadvertently also led Keith to avoid working with his peers; avoiding working with the trustees led Siobhan to withdraw from collective working instigated with hospitals and Elizabeth sought to avoid collective working with the CCG after the leader was accused of assault.

Degeneration / thwarting proposition 5: Degeneration from collective to individual working may occur directly, where obligations of corresponding boundary spanners are unfulfilled, or indirectly where obligations of third parties are perceived as unfulfilled, in which case degeneration occurs in other collective working activities undertaken by the boundary spanner.

8.7.3 Intra-personal processes in the face of adverse events

When compared to accounts of successful movement, the accounts of thwarting and degeneration were notable for the length and depth of the boundary spanner's account in explaining how they processed the event and adjusted, by crafting their approach or expectations. Table 8.2 provides a brief summary of perceptions of the event, responses and (where forthcoming) emotional expression. This observation leads me to focus on the intra-personal processes around boundary spanners' decisions as to cross-boundary collective working after an adverse event.

Event strength. The stronger an event is, in terms of the extent to which it is disruptive, critical and unexpected, the more likely it is to alter behaviour (Morgeson et al., 2015). In the present study, accounts of degeneration suggest differing degrees of disruption to the boundary spanners' job crafting. Siobhan for example, signalled her intention to resign following being side-lined by the trustees, suggesting a strong event akin to a shock. Siobhan also withdrew from collaborative crafting with hospital administrators. Similarly, Jo and Steve completely withdrew from crafting their jobs collaboratively with the construction team and event organiser, respectively, as a result of sacking and bad debt. However, the thwarting accounts (i.e., Lorna and Bruce) persisted in

attempting to craft towards collective working. This suggests that in some cases, the event is less strong.

A further explanation may lie in the extent to which mutual obligations had been fulfilled in the past and so shape expectations as to the extent to which they should be fulfilled (i.e. promises met) in the present. When an individual is invested in a relationship – i.e. has already contributed and expects a reciprocal promise to be fulfilled, as in the cases of Siobhan, Steve and Jo, the personal cost of non-fulfilment is high; as such, contract violations are associated with feelings, such as betrayal and hurt (Conway & Briner, 2002). In comparison, in the cases of implied contracts, mutual obligation are prospective or normatively based, so there has been less personal investment, as in the cases of Keith, Simon and Alex. This is consistent with the emotional expression conveyed in the accounts, as summarised in table 8.2.

Event strength and job crafting responses point towards a hierarchical goal-like quality to job crafting, such that some job crafting goals are more personally significant than others. This accords with Carver and Scheier (1990): based on the assumption that human behavior is motivated by hierarchical goals, individuals work towards several goals simultaneously. The events described in the present study are akin to what Carver and Scheier describe as interruptions – impediments or difficulties encountered or anticipated that inhibit progress and instigate assessments of outcomes expectancy.

Assessing job crafting progress and significance. Carver and Scheier (1990) propose that, in the face of an interruption, individuals consider past experiences when assessing expectancy of achieving their goals. In the present study the boundary spanners' accounts suggest that they are cognitively assessing the likely progress in their job crafting, by referencing their work identity and work meaning. This is not surprising given the Wrezniewski and Dutton (2001) conceptualisation followed in the present study is of job crafting as a means of personalising the job. For example, Lorna states she has a national reputation as an expert, Bruce reflects that he is highly experienced in

his field and Siobhan that she is an HR professional. Similarly, Elizabeth states that her job is safeguarding the vulnerable and Keith expects to be treated like an adult at work. Self-image, or the way one sees oneself at work is somewhat conceptually similar to the notion of 'idealised self', a higher-level goal within a hierarchy of goals as proposed by Carver and Scheier (1990). Both terms concern guiding principles and behaviours that serve a referent of way the boundary spanners want to 'be', exemplified by the ways they shape their jobs. By reflecting upon aspects of their self, boundary spanners process the implications of the adverse event on their job crafting. This in turn informs the ways they craft their job in response. In terms of the accounts describing perceived unfulfilled obligations (i.e. Siobhan and Elizabeth) and thwarting (i.e. Bruce) within the employer-employee relationship, the intra-personal processes are akin to the processes of interpretation and sensemaking in assessing psychological contract violation, proposed by Morrison and Robertson (1997). In the present study, the perceived non-fulfilment of the contract indirectly influences the job crafting pathways of the boundary spanners.

Deciding upon current and future job crafting in response. Data suggest boundary spanners' approaches in view of assessment of goal progress are in accordance with Carver and Scheier's (1990) proposals. Assessment of goal progress leads to three potential approaches: (1) disengage from the goal completely and divert resources elsewhere, (2) adjust expectations of what goals might be achievable, or (3) use alternate strategies to persist in pursuing the goal. I summarise the approaches taken in the present study in table 8.4. All degeneration accounts moved directly from collective working to individual job crafting, by individually crafting to avoid the situation or person. Three accounts, (Siobhan, Jo and Steve) also disengaged completely from their work activities and/or job. Two accounts adjusted their expectations of attaining their job crafting goals: Elizabeth adjusted her expectations of the extent to which she wished to work collectively with the CCG in future and Alex adjusted her expectations of cross-boundary collective working in future.

Three accounts described alternate strategies taken in order to meet the same job crafting goal: Simon adjusts by finding alternate means of gaining information other than through collective working with advisors, while in their thwarting accounts Lorna and Bruce persist by adjusting their approaches.

Table 8.4: Approaches in the face of adverse events (based upon Carver and Scheier, 1990)

Disengage from work activity or job	Adjust expectations of job crafting goal attainment	Persist: Alternate strategies to attain job crafting goal
Siobhan	Elizabeth	Lorna
Steve	Alex	Bruce
Jo		Simon

Thwarting / degeneration proposition 6: Where adverse events interrupt job crafting progress and this is assessed as untenable (i.e. degeneration), boundary spanners withdraw from collective working, by individually crafting to avoid.

Thwarting / degeneration proposition 7: Where adverse events interrupt job crafting progress and this is assessed as unfavourable but not untenable (i.e. thwarting), boundary spanners persist in crafting towards collective working, by adopting differing crafting strategies.

8.7.4 Implications of adverse events for motivation

The thwarting and degeneration accounts suggest changes in boundary spanners' motivation. On the one hand, as discussed in section 7.7.5, job crafting is associated with intrinsic and identified motivation. On the other hand, adverse events, by their nature are extrinsic and require the boundary spanner to adapt or adjust in response. As discussed in section 8.7.2, adverse events interrupt goal-progress; furthermore, in some cases, such as Siobhan, they may undermine autonomy in goal pursuits, such that the job becomes untenable. The observed alterations to job crafting provided by the accounts

indicate the motivational challenges in pursuing job crafting aims, in the face of adverse events.

8.8 Explanatory models of degeneration and thwarting

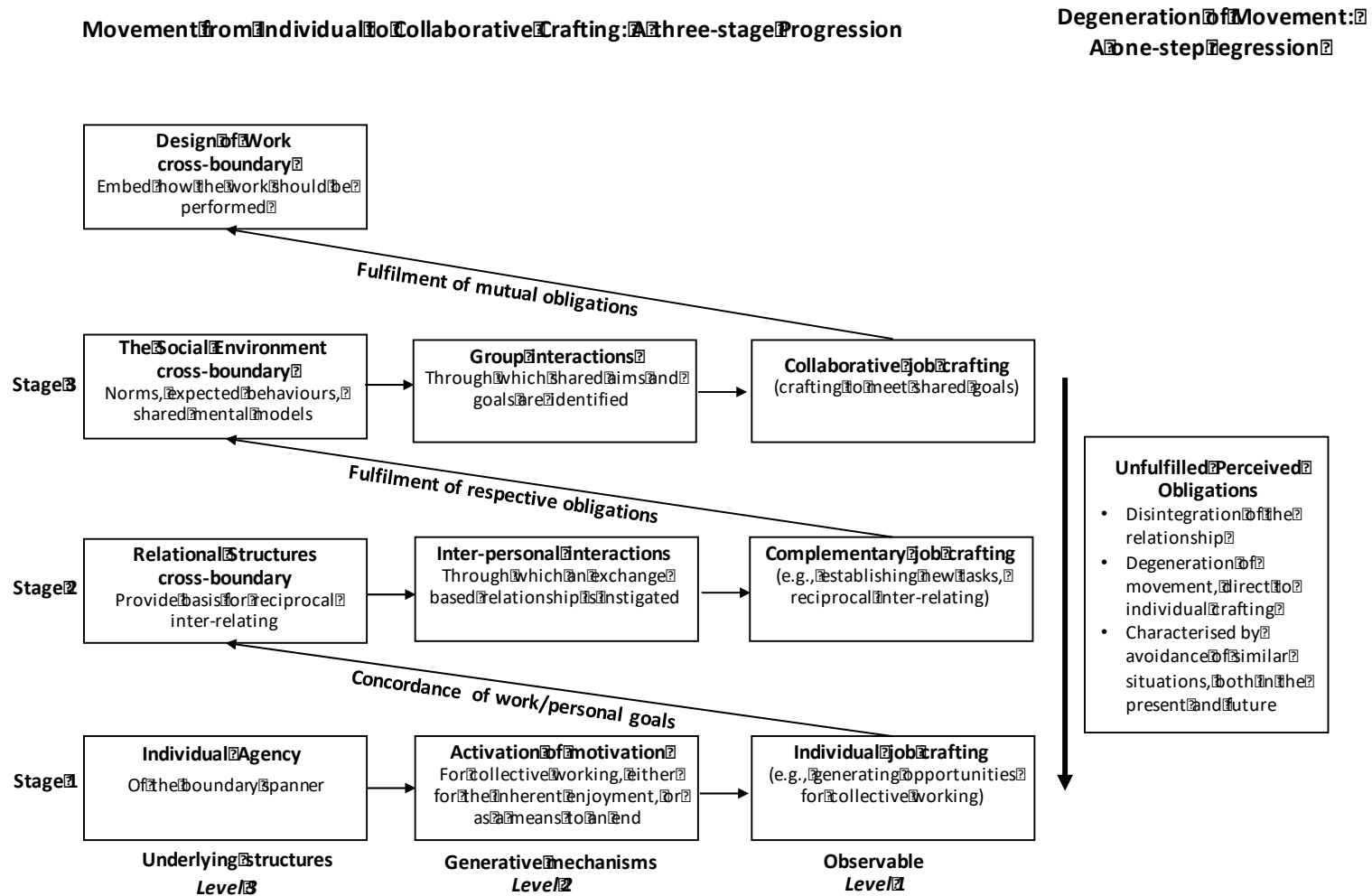
The analytical procedure of conceptual abstraction detailed in section 8.7 aimed to uncover the preconditions that may be present in order for the findings of degeneration and thwarting of collective working to manifest (i.e. the underlying structures and mechanisms). In this section, I present an explanatory model of the underlying structures and mechanisms that when activated gave rise to degeneration. Explanation serves an important purpose since, although Berg, Wrzesniewski and Dutton (2010) note that the processes of job crafting are more complex than originally thought, little empirical evidence exists to illuminate what these processes may be. The present study not only examines the processes of job crafting, but also the dynamics that intervene. One such dynamic is adverse events, as presented in this chapter. Explanation therefore, focuses on how adverse events intervene, why they intervene and what this means for cross-boundary job crafting. Furthermore, explanation aims to uncover temporal aspects of job crafting, to build a more solid foundation for future job crafting research. As discussed in section 8.7.3, accounts suggest the intra-personal processes in the face of adverse events and how this informs further individual crafting. There are parallels between the intra-personal processes through which events are construed as unfulfilled obligations, and those provided in the psychological contract literature. Unfulfilled obligations within the peer-to-peer boundary spanner relationship intervened directly in cross-boundary movement to collective working, while unfulfilled obligations employee-to-employer intervened indirectly.

8.8.1 Explanatory model of degeneration from collective working to individual job crafting

As illustrated in figure 8.1, the observable **degeneration finding** is that adverse events may intervene through boundary spanners' relational structures, in turn leading to one-step degeneration from collective working to

individual job crafting (proposition 4). The type and form of job crafting alter when an adverse event punctuates cross-boundary collective working, such that degeneration occurs in a single step back to individual crafting (proposition 1). Degeneration occurs when boundary spanners' perceived obligations from others are unfulfilled: either within or out-with the cross-boundary exchange relationship. Either way, degeneration occurs from collective working to individual job crafting (proposition 5). Degeneration to individual crafting is characterised by avoidance of the situation or a future intention to avoid similar situations (propositions 2 and 3). In the process of degeneration, the relational mechanisms that sustained collective working for the boundary spanners stall, such that collective working is no longer sustained.

Figure 8.1: Developed explanatory model of degeneration



8.8.2 Explanatory model of thwarting

Thwarting of movement may be explained by the movement model, which is presented in section 7.8 and illustrated in figure 7.1, whereby the preconditions for movement are not satisfied. The preconditions are: concordant work and personal goals, to move from individual to complementary job crafting; fulfilment of respective obligations, to move from complementary to collaborative job crafting; and, fulfilment of mutual obligations to sustain and embed collaborative job crafting as a cross-boundary group. However, some boundary spanners (e.g., Lorna and Bruce) persist in the pursuit of their job crafting goals, despite a lack of purchase on the processes of movement. The intra-personal processes model attempts to explain this, in the following section, 8.8.3.

8.8.3 Explanatory model of intra-personal processes in response to an adverse event

The model for intra-personal processes, which is illustrated in figure 8.2 and is explained as follows.

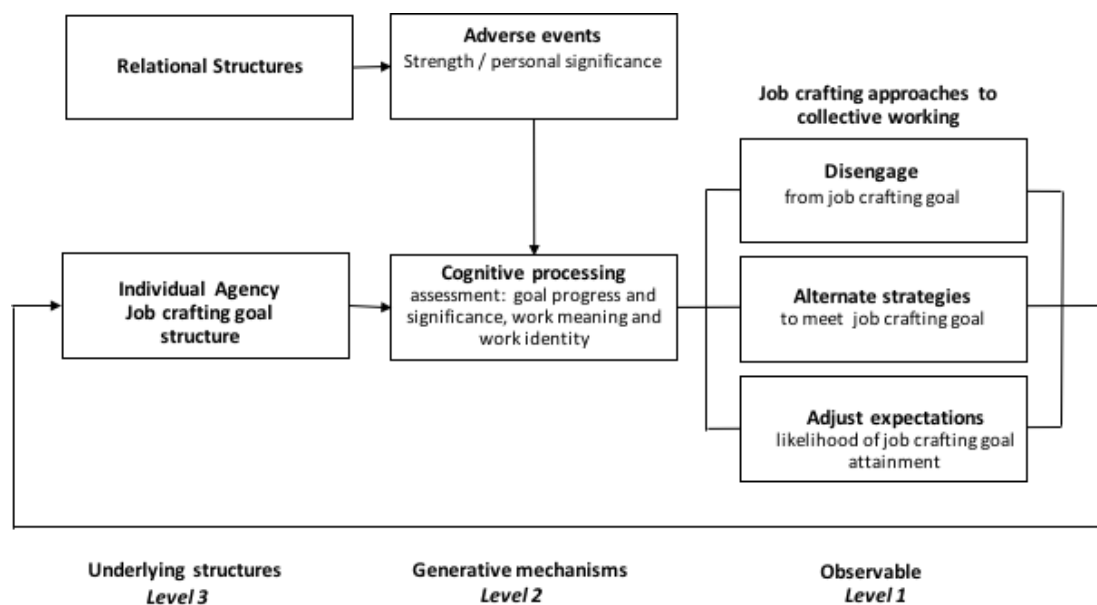
The **observable finding** is an apparent hierarchical structure to job crafting goals, such that different approaches are taken in the face of an adverse event according to the strength of the event and personal significance attached to the interrupted job crafting.

According to the data, adverse events derive from the environment - that is they are external to the boundary spanner and are generated from the boundary spanners' relational structures (proposition 4).

The boundary spanners' assessment of the strength of the event and significance of the job crafting that the adverse event impinged upon is generated from their individual agency, in tandem with the activation of motivation to act in accordance with job crafting goals. Reflection upon work meaning and work identity, based upon previous experience or success is one of the ways in which goal progress is assessed and the future course of action is decided.

Boundary spanners respond to adverse events, dependent upon perceived event strength, and crafter's assessment of goal progress and goal significance. Three job crafting approaches may be taken, as observed in the degeneration accounts, as follows. (1) Disengagement from collective working, with energies diverted to other work or work activities (proposition 6). (2) In the case of thwarting, alternate strategies are directed at moving from individual to complementary job crafting (proposition 7). In either case, boundary spanners may also (3) re-frame their expectations of collective working, both in the present and with respect to future job crafting intentions. The crafting approaches feed-forward to the job crafting goal structure, and inform future crafting attempts, including crafting to avoid similar events in future.

Figure 8.2: Explanatory model of the intra-individual processes when adverse events intervene with job crafting goals



8.9 Conclusion

In this chapter, I presented the finding that degeneration occurs directly in one-step from either collaborative or complementary job crafting to individual job crafting, where perceived obligations within an exchange relationship are unfulfilled. Individual job crafting in response, is characterised by avoiding

current or future situations that were the source of the adverse event. The findings in this chapter complement those in chapter 7. While the activation of mechanisms described in chapter 7 lead to a staged progression ‘upwards’ from individual, through complementary to collaborative crafting, those mechanisms become de-activated when adverse events intervene. In a sense, the scaffolding of trust and mutual respect engendered through fulfilment of perceived obligations that supports the cross-boundary exchange relationship, collapses.

The findings in this chapter complement those in chapter 6, as findings in both chapters indicate that boundary spanners craft their jobs with persistence: this chapter examined persistence when job crafting is thwarted, while chapter 6 examined ways in which boundary spanners persisted even at the expense of others. Chapters 6, 7 and the present chapter point to job crafting as having a goal-like quality and to the high personal significance that boundary spanners attach to both their job crafting and their ability, or autonomy, to do so uninterrupted. While in chapter 6, boundary spanners were able to pursue their job crafting endeavours at the expense of others, in the present chapter we find that adverse events trigger re-appraisals of job crafting goal hierarchy and subsequent disengagement, shifting efforts elsewhere and/or re-framing.

Furthermore, findings in the present chapter are notable for the adverse outcomes upon boundary spanners in terms of the effort required to respond to adverse events and that events influence the ways boundary spanners craft their jobs, both in the present and future.

CHAPTER 9 DISCUSSION

9.1 Introduction

This chapter provides a discussion of findings in light of the study research question, aim and objectives, as well as setting out the contribution to scholarly knowledge. Implications for theory and for practice are discussed, while study strengths and limitations are highlighted.

In section 9.2, I review the study question and objectives, I then summarise the main findings in section 9.3. The findings with respect to each of the study objectives are presented in section 9.4. In section 9.5, I discuss these findings, with reference to the guiding conceptual framework, explanatory propositions and gaps in knowledge. In section 9.6, I draw out the theoretical contributions of these findings to the job crafting and boundary spanning literatures. I note implications for further research in section 9.7, implications for practice in section 9.8, strengths and limitations of the study in section 9.9; I provide a conclusion in section 9.10.

9.2 Review of the study research question, aim and objectives

This study aimed to explore the dynamics and processes around boundary spanners' job crafting, specifically with respect to cross-boundary working. Boundary spanners hold important roles in connecting an organisation to its environment (Aldrich & Herker, 1977), increasingly so, as rapid changes in global economies over the past 30 years have led to significant increases in intra-organisational working (e.g., Sinha & Van de Ven, 2005). Job crafting is an interesting lens through which to examine cross-boundary working, as it is primarily directed at personal needs and preferences: this relaxes assumptions that behaviour is directed towards ostensive performance requirements and/or organisational interests. Therefore, understanding the role of job crafting in decisions as to cross-boundary collective working illuminates the micro-foundations of how inter-organisational working may emerge, or be forestalled.

The study required an exploratory approach, as there are significant gaps in our understanding of job crafting. Furthermore, as no studies have examined job crafting by boundary spanners, we knew little of how job crafting contributes or otherwise to inter-organisational functioning.

The research question aimed at understanding the role of boundary spanners' job crafting in inter-organisational collective working. Given the exploratory nature of this question, I formulated five study objectives aimed at directing the study. **Objective 1**, which acknowledged that no studies to date have examined job crafting by boundary spanners, was to describe boundary spanners' job crafting across differing inter-organisational contexts. This led into **Objective 2**, which was a cross-case comparison, identification of common patterns and thematic analysis. **Objective 3** focussed on the processes of job crafting, whereby alterations through job crafting inform the crafter's future behaviour and that of others across-boundary. As with objective three, **Objective 4** required a focus on the processes of cross-boundary job crafting and how these might play out over time, such as chains of events or activities. Finally, **Objective 5** required a close examination of job crafting with a view to a conceptual contribution, as revealed through the analytical procedures, specifically the 'what', 'when', 'how' and 'why'.

9.3 Summary of research findings

This study generated three main findings, as follows.

1. A darker side to job crafting

The finding is that there is a darker side to job crafting, whereby workers: 'rule-break' by navigating systems, processes and procedures; craft in self-interest despite the interests of others; and, hand over less desired aspects of their job to others whilst withholding their real motivation to do so. Dark crafting may be directed at addressing perceived inadequacies in work design, and findings are that this may be undertaken through individual and collaborative job crafting. In all cases, dark crafting is directed at meeting the

job crafter's own needs and preferences or group aims, whether or not these are concordant with the needs of others, or of the organisation.

2. Movement between cross-boundary individual and collaborative crafting, over time

The main finding is that movement towards cross-boundary working comprises a three-stage progression, from individual job crafting through a newly identified form - complementary crafting, to collaborative crafting. From this finding, I generated a cross-level process model whereby the form of job crafting may emerge at the higher levels.

A summary of this model follows. At stage 1, Job crafting is a means through which boundary spanners: shape their environment in order to generate opportunities for cross boundary collective working; generate quality exchanged based relationships that engender trust from corresponding boundary spanners; and, instigate new cross-boundary work tasks with others. Although job crafting primarily serves the individual, findings are that job crafting can generate mutual benefits for corresponding boundary spanners if conditions allow, through complementarity of skills, abilities or knowledge in others, along with a similar desire to craft cross-boundary. A new form of crafting, termed complementary crafting, serves as an interim stage (stage 2), in progression between cross-boundary individual and collaborative crafting. In some cases, these quality relationships evolved into a cohesive cross-boundary group, whereby individual interests had been replaced by group goals (stage 3). Thus cross-boundary collaborative crafting embedded newly formed cross-boundary work structures within what had hitherto been the organisations' environment, within an elaborated view of work design. In this way, job crafting may alter the environment, relational and content of work structures, across the boundary; these altered structures in turn, hold potential for cross-boundary crafting at the higher levels, i.e. complementary and collaborative crafting.

Individual job crafting plays a role in both boundary spanners generating opportunities for cross boundary working, and inter-personal interactions through which they may form exchange based quality relationships.

3. Degeneration of collective working when adverse events intervene with job crafting

The main finding is that degeneration of collective working comprises a single-step regression, prompted by adverse events, which are interpreted as unfulfilled obligations and so intervene in the movement between individual and collective working.

Overwhelmingly, findings illustrate the personal importance of some job crafting endeavours, marked by persistence, often despite substantial barriers and potential negative consequences if unfulfilled. This is further borne out in the finding that adverse events may punctuate job crafting, leading to substantial changes to the ways boundary spanners view themselves with respect to their job and their boundary spanning. Unlike movement 'upwards' to cross-boundary collective working, which comprised a three-step progression, degeneration downwards involved a single step regression, direct to individual crafting. An over-arching theme of these adverse events was that they were perceived as unfulfilled obligations within the boundary spanners' relationships – whether with corresponding boundary spanners, managers, role models or others. Not only did adverse events punctuate the boundary spanner's job crafting at the time of the events, but they also influenced the boundary spanners' intentions for future job crafting. In either case, job crafting was undertaken to avoid a person or situation and marked by substantial reflection and explanation in the accounts, when compared to accounts of movement upwards. Furthermore, findings indicate a goal-hierarchy aspect to job crafting, since in the face of an adverse event boundary spanners adjust their own expectations, withdraw from crafting or pursue alternative strategies.

9.4 Addressing the research question, aim and study objectives

The research question concerned the role of boundary spanners' job crafting in cross-boundary working. Across the findings, job crafting plays an important role as to whether the boundary spanners pursue collective working, how they do so, who they correspondingly boundary span with, or whether they boundary span at all. Boundary spanners craft their jobs in purposeful ways, but this informs, and is informed by the dynamics and processes of the work and relational systems, both within their own organisation and in the work environment. An overview of how the study findings address the objectives follows.

9.4.1 Objective 1: Descriptions of boundary spanners' job crafting

Throughout chapters 4 to 8, I provide rich descriptions of boundary spanners' job crafting; the extent to which some make substantial changes to the boundaries of their job reflects a high degree of latitude for these workers. As expected, participants describe all three types of crafting of the task, relational and cognitive boundaries of their job. However, the type of crafting may alter over time, for example, in the 'movement' finding: as cross-boundary job crafting unfolds, the focus of the type of crafting shifted from relational to task – as quality relationships were built and new cross-boundary work practices were established. Conversely, in the 'degeneration' finding, as events intervene in job crafting progress, boundary spanners alter their job crafting, by withdrawing from relational and task boundaries.

9.4.2 Objective 2: Determine similarities in job crafting in differing inter-organisational contexts

The main vehicle for addressing this objective was through the within case and cross-case comparison, which generated the three findings. This procedure is explained in detail in chapter 3, while the findings are presented in chapters 6 to 8.

A second vehicle for addressing this objective was during the analytic procedure of conceptual abstraction. During this analysis, I reasoned the

underlying structures and mechanisms, which may be at play irrespective of organisational context, given the findings. The resultant explanatory propositions and models are those that may give rise to the observed data, if activated. However, the extent to which the mechanisms are activated may vary. For example, organisational systems, processes and procedures such as monitoring systems, which are put in place to guide worker behaviour not only influence the perceived opportunity to craft, as proposed by Wrzesniewski and Dutton (2001), but also the extent to which job crafting can be considered dark, that is running counter to expected behaviour. The extent to which systems, policies and procedures are codified may vary from organisation to organisation but may still be perceived as barriers to crafting and so may be circumnavigated; the means of guiding behaviour put in place by organisations do not appear to deter motivated boundary spanners from their job crafting. Thus, I suggest that both the cross-case main findings and the explanatory propositions and models are those that hold true irrespective of inter-organisational context and so may be considered as generalisable.

9.4.3 Objective 3: Determine the influence of job crafting practices by boundary spanners on themselves and others' job crafting

The longitudinal design and qualitative methods enabled insight into the dynamics and processes of boundary spanners' job crafting, as it informed and was informed by others. The finding is that job crafting practices by boundary spanners may have a substantial influence on themselves and others.

Job crafting is personally significant, either as an end in itself or as a means of attaining a desired personal goal. Therefore, the ability of boundary spanners to craft their job as they wish – even if this requires persistence, has a positive influence on them. Boundary spanners who craft towards cross-boundary working may also have a positive influence on corresponding boundary spanners, who find they can meet their own needs and preferences by working together (i.e. the 'movement' finding). However, the ability of boundary spanners to craft their jobs as they wish may also hold negative consequences for others, if this involves dark crafting (i.e. the 'dark' finding).

Given the personal significance attached to job crafting, the inability of boundary spanners to craft as they wish – whether through constraints presented by the work design or others, has negative personal consequences. Additionally, where boundary spanners respond to the inability to craft their jobs as they wish through for example, withdrawing or shrinking the boundaries of their job, this also may have an influence on others in their work domain (i.e. the ‘degeneration’ finding).

9.4.4 Objective 4: Explore the temporal aspects of job crafting, specifically chains of events and activities

The longitudinal data collection uncovered four main temporal aspects to boundary spanners’ job crafting: how crafting unfolds over time; entrainment cycles for cross-boundary interaction; timescales in which crafting unfolds; and, past, present and future temporal implications.

First, the movement between individual crafting and collective working cross-boundary highlights that the content and form of job crafting are dynamically inter-linked: over time movement occurs between individual and collective forms of job crafting, and movement occurs in the content of job crafting as it is adopted, adapted, or replicated by others (i.e., the ‘movement’ finding).

Second, entrainment cycles for cross-boundary working are determined by the boundary spanners, i.e. the ‘movement’ finding. For example, through generating and sustaining opportunities for cross-boundary working, boundary spanners begin to establish temporal patterns such a frequency of interactions. Given physical separation from corresponding boundary spanners, the establishment of temporal patterns for interactions appears an important pre-condition in establishing a cross-boundary exchange based relationship.

Third, the timescales for establishing cross-boundary working were relatively long (e.g., months or years rather than days or weeks). The longer timescales reflect the lack of physical proximity and formalised entrainment cycles across the boundary. Compared to the timescales for movement towards cross-

boundary collective working, the ‘degeneration’ finding demonstrates that the timescales for withdrawing from collective working following an adverse event are relatively short.

Fourth, the degeneration finding demonstrates how adverse events intervene in job crafting in the present time, but also intervene with future crafting intentions. Adverse events lead to a one-step degeneration from collaborative crafting to individual crafting (i.e. the stage of complementary crafting is skipped) or from complementary crafting to individual crafting. The experience of the adverse event not only leads to degeneration of collective working, but may also inform future job crafting; adverse events alter both the paths of current and future crafting intentions. In a similar way, successful job crafting in the past informs how the job may be crafted in the present.

9.4.5 Objective 5: Examine the ‘what’, ‘when’, ‘how’ and ‘why’ of boundary spanners’ job crafting, so as to contribute to conceptual and theoretical development

I examined four inter-connected aspects when addressing this objective: the intra-personal (within boundary spanner), inter-personal (i.e., with cross the boundary spanners), work context (i.e., the work systems in which the boundary spanners’ jobs are nested) and situation (i.e., intervening events).

Intra-personal processes

The ‘why’ of crafting is driven by intra-personal processes, which inform job crafting endeavours and responses to external context and situation.

As with prior job crafting studies (e.g., Solberg & Wong, 2016; Berg, Wrzesniewski and Dutton, 2010), findings in the present study support job crafting as a purposeful activity. Furthermore, findings indicate a personal-goal like quality to job crafting. Compared to work goals, personal goals are those that are consistent with the individual’s own needs and preferences and so more central to their sense of self. Notwithstanding, as Parker, Bindl and Strauss (2010) elaborate in their thesis of proactivity and motivation, personal

goals may be, or become (e.g., Gagne & Deci, 2005) self-concordant with work goals (Sheldon & Elliot, 1999).

Findings in the present study indicate that personal job crafting goals may be process-goals (Frese & Zapf, 1994), undertaken for the intrinsic enjoyment of doing so (i.e. job crafting itself satisfies needs and preferences) or as a means to achieving a desirable end-state (i.e. crafting in order to meet needs and preferences, in future). Where corresponding boundary spanners establish a quality relationship, internalised or identified forms of motivation, may sustain collective forms of job crafting across the boundary.

Framed as a personal process-goal or end-goal, findings suggest a further dimension to job crafting: that of personal goal hierarchy against which progress in attaining the goals is compared. Findings are that some job crafting endeavours are more personally significant than others, such that boundary spanners act against the interests of others when crafting (i.e. 'dark' finding), persist despite significant barriers (i.e. 'thwarting' finding) or disengage from collective working completely when prevented from crafting as desired (i.e. 'degeneration' finding). A personal goal hierarchy aspect to job crafting informs the extent to which boundary spanners persist in their job crafting endeavours, or adopt alternative strategies where adverse events intervene. Similarly, when significant personal goals are thwarted, this holds adverse implications for the individual. Furthermore, job crafters may respond by rule-breaking or acting in self-interest when they perceive their autonomy is undermined (Ryan & Deci, 2000) or when they face challenges to their job crafting (i.e. 'dark' finding).

Inter-personal processes

Inter-personal processes inform and are informed by 'what' and 'how' of job crafting. Movement between individual crafting and cross-boundary collective working is dependent upon inter-personal processes that generate exchange based relationships, whereby corresponding boundary spanners identify the potential to meet their own needs and preferences by working together. There

is a reciprocal relationship between the social exchanges and the nature of the relationship. Crafting towards movement between individual and collective cross-boundary working is enabled through establishment of respective (i.e. reciprocal) obligations (i.e., ‘movement’ finding) and marked by an alteration in the form of crafting from individual to complementary. In others words, the ‘how’ of job crafting shifts from the individual to the collective. Once established, the ‘what’ of crafting centres on the establishment of cross-boundary work practices such as the instigation of new work tasks, while the ‘how’ is enabled through group processes. However, inter-personal processes may also thwart movement if respective obligations are not established (i.e. reciprocity is not achieved); this alters the ‘what’ and ‘how’ of crafting from expanding job boundaries with others, to contracting them and withdrawal from collective crafting (i.e. the ‘degeneration’ finding).

Intervening conditions: context and situation

Contextual (i.e., work systems, policies and procedures) and situational (i.e. adverse events) contingencies interact with boundary spanners’ job crafting endeavours. For example, where boundary spanners perceive inadequacies in policies or procedures, they may dark craft (i.e. ‘dark’ finding), or when adverse events intervene boundary spanners may withdraw from collective crafting (i.e. ‘degeneration’ finding). In this way, interactions between intra-personal, inter-personal processes, contextual and situational dynamics generate shifts in the ‘what’, ‘why’, ‘when’ and ‘how’ of boundary spanners job crafting, over time.

9.5 Discussion of findings

9.5.1 Discussion of finding 1: A dark side to job crafting

In contrast to other types of bad behavior, such as counter-productive work practices, the motivation to dark craft is not to cause harm, but to meet the employee’s needs and preferences. In line with Griffin and O’Leary-Kelly’s (2004) proposals of bad behaviours, darker crafting may be: functional or dysfunctional (e.g., the behaviours may compensate for poor management);

have some sort of objective or subjective costs associated with them – either for the organisation or colleagues; intentional; and, motivated – in this case by the satisfaction of the job crafter's needs and preferences. Darker crafting behaviours unearthed in the present study tended to be those associated with non-specific financial costs to the organisation and subjective costs to colleagues, such as interpersonal influence, impression management, violation of codes or regulations, rather than those associated with specific costs, such as theft or damage to property. Hence, I ascribe the label 'dark', to reflect nuanced less than positive behaviours, when compared to counter-productive workplace behaviours such as violence, stealing and aggression (Martinko, Gundlach & Douglas, 2002).

The dark crafting finding contributes by challenging the pervading positive perspective in research to date, whereby job crafting tends to be measured in terms of positive outcomes for the individual. Thus, the dark crafting finding opens a new direction for the study of job crafting in two ways. First, in the ways job crafting is measured (e.g., through items or questions that incorporate the possibility of darker crafting); and, second, in the range of the focal outcomes studied (e.g., adverse outcomes on others or the organisation) beyond the job crafter, such as for each of the types of dark crafting highlighted in my study.

Although Wrzesniewski and Dutton, (2001) and Oldham and Hackman (2010) note there may be a potential dark side to job crafting, the pervading approach to job crafting in the literature to date is positive. For example, job crafting has been examined as a positive endeavour in itself (e.g., Brickson, 2011), as positive for worker wellbeing (e.g., Slemp et al., 2015; Tims et al., 2013); for worker work engagement (e.g., Tims et al., 2015); and, for task and work performance (e.g., Leana et al., 2009).

Having said this, one study touched upon the potential for dark crafting: Tims, et al. (2015) applied the JD-R conceptualisation to focus on job crafting of hindering demands by workers who worked closely together. They found that

decreasing hindering work demands by one party increased the work demands of the partner. However, the authors did not examine the content of the crafting. Furthermore, the study held a number of limitations such as a cross-sectional design, self-report of measures and selection of the worker who worked closely with them by the first worker.

Although in the present study, the adverse implications of dark crafting on others were relatively minor, the potential exists that the explanatory structures and mechanisms described in section 6.8 may give rise to far darker practices. For example, Bolino (1999) provides examples of dark behaviours that are masked from others, such as impression management, or more dysfunctional aspects of behaviour such as coercion and bullying.

The dark finding contrasts with the processes of job crafting proposed in prior studies. For example, rather than adapt their own expectations in the face of challenges as suggested by Berg, Wrzesniewski and Dutton (2010), boundary spanners counter perceived inadequacies in their job through dark crafting and keep their dark crafting hidden from others. Furthermore, opportunity-constraints, such as behavioural and performative norms that run counter to dark crafting, inform the extent to which dark crafting is hidden from others, rather than whether it is undertaken at all.

The secret aspect of dark crafting is a means of avoiding detection, since detection may result in increased managerial controls, recriminations or punishment. Additionally, concealment of the dark crafting and/or the true motivation for doing so accords with Bolino's (1999) proposals that impression management, such as concealing dysfunctional behaviour from others, is undertaken to maintain a positive image of the self to others. This positive image may serve to instil confidence of managers, in turn trust, and so more latitude to adjust the job, as proposed by Clegg and Spencer (2007). In this sense, dark crafting could be sustained and perpetuated without supervisory awareness, but with apparent tacit support.

Dark crafting was not the preserve of individual crafting, as the present study found that collaborative crafting was undertaken to circumnavigate organisational systems, policies and procedures. On the one hand, this indicates that intra-group behavioural norms and routines may serve to sustain dark collaborative crafting within the group. On the other hand, this illustrates how management systems put in place at the higher levels may bear down upon job crafting, as this dark collaborative crafting occurred to address perceived inadequacies in the organisational work systems. In contrast with individual dark crafting, where the maleficiaries of dark crafting are co-workers or others in the proximal work domain, collaborative dark crafting may be more likely to generate adverse outcomes outside the proximal work area, such as the organisation, as presented in section 6.8.1.

Dark crafting appears to be an anomaly, since job crafting is theorised to be motivated by the need for a positive self-image. Wrzesniewski and Dutton (2001) argue that individuals receive cues from the social context as to the value placed upon themselves, their behaviour and their job. Evidence supports the assertion that need for self-image is a powerful motivator: in a recent study, Niessen et al. (2016) found that the need for a positive self-image at work was the main reason to job craft. The question is then why employees dark craft if it may lead to being viewed in a negative light? One explanation may lie in the secret aspect to job crafting, since secrecy is a means of avoiding unfavourable impressions of the self, by others. Concealment accords with Bolino's (1999) proposals that impression management, which is undertaken to maintain a positive image of the self to others. When employees darker craft in secret, they are maintaining a positive image of the self to others. A positive image serves to instil confidence of managers, in turn trust, and so more latitude to adjust the job (Clegg and Spencer, 2007). In this sense, darker crafting could be sustained and perpetuated without supervisory awareness, but with apparent tacit support. The accounts suggest that employees maintain a positive self-image by attributing their darker crafting actions to external influences or past successes, in order to justify their actions. A second

consideration may reside in a related concept to self-image - organisational identification, which refers to the extent of belongingness an employee feels with their organization (Dutton, Dukerich & Harquail, 1994). Lin, Law and Zhou (2017) found organisational identification amplified the extent of task crafting in ways that suit the organization's interests. Thus employees with weak organisational identification may be more inclined to dark craft, while those with stronger identification may experience more congruence (i.e. identify) between their own and their organisational interests and craft accordingly. A third explanation may lie in regulatory theories. According to Carver and Scheier (1990), when employees assess progress towards personally important goals, favourable expectancy is accompanied by positive feelings, whereas unfavourable expectancy is accompanied by negative feelings. It may therefore, be that when faced with challenges to job crafting aims, employees undertake darker crafting in order to avoid negative feelings associated with unfavourable goal progress. In this sense, the personal benefits of darker crafting in reducing or avoiding negative feelings may outweigh the adverse implications for others; as such, darker crafting manifests through a trade-off, or dilemma.

9.5.2 Discussion of finding 2: Cross-boundary movement between individual and collaborative crafting, over time

The movement finding illuminates the role of job crafting in the micro-foundations of inter-organisational working: movement between individual and collaborative job crafting comprises a staged progression and a new form of crafting, termed complementary serves an important interim stage in this movement. Furthermore, from this finding I offer a cross-level process model of how job crafting may emerge at the higher levels.

There has been little attention to social aspects within the job crafting literature to date. This is surprising given job crafting alters the social environment of work (Wrzesniewski & Dutton, 2001). Indeed, Oldham and Hackman (2010) call for a shift in research towards the social aspects of work. In the present study, boundary spanners purposefully crafted their jobs to

enhance social interaction outside their work domain. In some cases, social interaction was a means to an end, undertaken as an intrinsically enjoyable activity. In other cases, social interaction enabled movement towards collective working that was necessary for boundary spanners to meet personally significant ends. In this sense, it could be argued that for some boundary spanners social interaction was an important characteristic of their job, while for others it was a means for generating opportunities.

The principles of social exchange theory hold true in the cross-boundary movement between individual crafting and collective working, as the establishment of a quality exchange based relationship is a pre-requisite for movement. Quality relationships hold properties such as trust, which is an important facet of cross-boundary working in the boundary spanning literature (e.g., Perrone, Zaheer & McEvily, 2003). Boundary spanners craft social exchanges, for example, by generating opportunities for interaction and gesturing interdependence through helpfulness. In this sense, the exchanges alter the nature of the relationship. However, once patterns of interactions have been established, group shared norms and mental models emerge from what had previously been an inter-personal relationship, and these hold potential for shared goals, and so cross-boundary collaborative crafting.

To date, the form of job crafting has been examined as an individual (e.g., Sturges, 2012; Berg, Wrzesniewski & Dutton, 2010; Lyons, 2008) or collaborative (e.g., McClelland et al., 2014; Tims et al., 2013; Leana et al., 2009) endeavour. On the one hand, individual crafting is directed at individual needs and preferences but is undertaken alone, while on the other hand, collaborative crafting is undertaken in a work group and is directed at group goals.

A finding in the present study is a form of job crafting, which I term complementary crafting, that is dependent upon inter-personal working, so is relationally enabled, yet meets participating individuals' needs and preferences, rather than shared goals or aims. It is this motivational aspect

that distinguishes complementary crafting from a similar concept of mutual adjustment (Gittell, 2006). Complementary crafting provides a viable means through which workers performance may be enhanced, while customising their own job under conditions of coordination – a concern raised by Leana et al. (2009). Given this finding derives from boundary spanners' data, this form of crafting may be most prevalent in loose work contexts (Hedlund, 1986).

Hitherto, collaborative crafting has been examined in established work groups (e.g., McClelland et al., 2014; Leana et al., 2009). However, findings in the present study illuminate the inter-personal processes through which work groups may form cross-boundary, through job crafting, perhaps bound in part by some form of implied contract as to normative behaviour. Furthermore, collaborative crafting occurs early on in the cross-group formation. This is in accordance with Ancona and Caldwell (1992), who examined intra-organisational boundary spanning teams, to find that early cycles of activity undertaken by the group reinforce themselves over time. Additionally, movement requires boundary spanner behaviours that build and maintain the cross-boundary social context, which Griffin et al. (2007) argue are more valuable to inter-dependence. Drawing upon these works raises three points. First, it may be that groups formed through the staged progression between individual, through complementary to collaborative job crafting hold potential for sustained collaborative crafting, when compared to groups not formed through job crafting. Second, boundary spanners whose behaviours are directed at building and maintaining social context may be more instrumental in instigating inter-organisational working, compared to those who are focussed on work tasks. Third, self-forming groups who collaboratively craft in this way may generate enhanced performance, since job crafting is associated with autonomous motivations, which in turn, are connected to positive outcomes for the individual and their work performance. The points align with Grant and Parker (2009) in highlighting the importance of the relational and social aspects in cross boundary working in emergent work design. More so that the present study examined inter-organisational boundary spanners, who

may face more challenges when compared to intra-organisational workers: the emergence of collaborative crafting therefore, may be generalisable to intra-organisational contexts.

Findings indicate that crafting towards movement in cross-boundary collective working may occur when boundary spanners are intrinsically motivated, as described above. Similarly, where corresponding boundary spanners establish a quality relationship, internalised or identified forms of motivation, may sustain collective forms of job crafting between corresponding boundary spanners. However, some boundary spanners did not craft towards movement, which may suggest that needs and preferences were met elsewhere, that expanding relational boundaries was not a preference, or that collective working would not contribute towards personally significant goals. The motivational indications are in accordance with self-determination theory of how the social environment may facilitate needs fulfilment and goals striving (e.g., Gagne & Deci, 2005). In the case of the boundary spanners, crafting relational boundaries was a means of altering the social environment in ways that facilitate goal-striving or need-fulfilment.

Theoretically, the movement finding highlights the cross-level dynamics and processes through which job crafting may emerge at the higher levels of analysis. Furthermore, the finding illuminates that the emergence of work practices across organisations may occur when its inception is driven by the needs and preferences of corresponding boundary spanners and not necessarily performance requirements.

9.5.3 Discussion of finding 3: Degeneration of collective forms of job crafting: adverse events and intra-personal processes

While the social environment may facilitate needs fulfilment, it may also forestall it. The generation and thwarting findings illuminate how boundary spanners adjust their job crafting significantly in the face of adverse events. Events are a useful heuristic for examining how non-routine occurrences intervene with work behaviour. Although, as Morgeson et al. (2015) point out

events may take many forms, in the present study adverse events derived from individual behaviour, which were interpreted as a non-fulfilment of obligations. This in turn eroded the trust that characterises quality exchange-based relationships and is a critical feature of inter-organisational collaboration (Currall and Judge, 1995), thereby thwarting need fulfilment and leading to degeneration of cross-boundary collective working. Compared to the three-stage progression of movement ‘upwards’, degeneration ‘downwards’ occurred through a single step regression. While movement ‘upwards’ unfolded over time, degeneration ‘downwards’ occurred in a short space of time. The accounts of degeneration and thwarting were notably longer and more descriptive of thoughts and (sometimes) feelings, and explanation of the crafting response, when compared to accounts of movement ‘upwards’. These features of degeneration indicate effort in cognitive processing when an adverse event intervenes, and a hierarchy of the significance of some job crafting aims compared to others, such that some events lead to complete disengagement from the work context. A number of accounts disclosed their emotional response to the adverse event, which suggests a strong affective component to some events, compared to others. The degeneration and thwarting accounts are akin to Carver and Scheier’s (1990) proposal of the processes of assessing goal progress towards a particular referent, for example, being ‘at one’ with one’s job (or idealised work-self). The authors propose behaviour is directed toward principles that accord with this sense of self, but that difficulties, such as adverse events, trigger re-assessment of goal-progress. The more significant the goal in attaining the idealised self and the less favourable the assessment, the more inclined the boundary spanner is towards a behavioural response of disengaging from the work activity or job. The hierarchical aspect to job crafting also suggests that an individual’s job crafting is a coherent set of endeavours: crafting may comprise many different acts, but these form some sort of coherence overall, as they connect the individual’s sense of self to the job.

Self-determination theory adds a further dimension to the notion of goal progress by qualitatively differentiating between the process of goal attainment that is autonomously motivated, when compared to goal progress that is control, or externally motivated (Deci & Ryan, 2000). This suggests that adverse events that are construed as controlling may qualitatively alter the experience of goal progress, because they may alter the perceived locus of control from the individual (e.g., intrinsic motivation) to an external source (i.e. external to the individual). Thus, adverse events may intervene in job crafting goal progress directly by leading to unfavourable assessment of progress, or indirectly, by qualitatively rendering the experience of goal progress less enjoyable.

Further insights into the intra-personal processes around thwarting and degeneration may be gleaned from the literature on implied and psychological contracts. Although usually studied with respect to the employer-employee relationship, the processes through which peer-to-peer obligations are perceived to be unfulfilled and the accompanying emotions are akin to those found in the employer-to-employee relationship (e.g. Robinson & Morrison, 2000). Furthermore, the subsequent reduction in trusting intentions in future mirrors that in the psychological contract literature (Robinson, 1996).

However, despite these parallels, the handful of studies that have examined psychological contract with respect to boundary spanning, have done so by assessing perceptions as to the corresponding organization's perceived obligations (e.g., Hill, Eckerd, Wilson & Greer, 2009) rather than at the inter-personal level as in the present study. Notwithstanding, in a few accounts in the present study, the employer-employee relationship indirectly intervened in job crafting, while peer-to-peer relationship intervened directly. These works, along with findings in the present study highlight two points. First, the purposeful and recurring ways in which individuals craft their jobs indicates a strong drive to job craft for some workers. Second, this underscores the importance of job crafting as a means of connecting the job to the individual's

sense of self as the inability to do so bears a heavy cost for the individual specifically, and more generally for work performance.

Some studies in the job crafting literature have touched upon negative experiences that impact upon job crafting. Berg, Grant and Johnson (2010) and Petrou and Demerouti (2015) drew upon promotion and prevention focus states in regulatory focus theory. Berg et al. propose that negative experiences at work prompt the individual to a prevention-focussed state, whereby in seeking to reduce or avoid the dissatisfaction individuals focussed on their missed callings. Similarly, in the present study, boundary spanners sought to avoid the dissatisfaction of adverse events. However, unlike the findings of Berg et al., in the present study the behavioural responses were immediate and tangible, in that boundary spanners crafted their relational and task boundaries to avoid, rather than merely thinking about goals, e.g., missed callings. Petrou and Demerouti examined job crafting, applying the JD-R approach, with the trait of promotion or prevention preference, and the state of promotion or prevention. The authors found that week-level prevention state was both related to reducing demands and seeking resources. Although not as hypothesised by the authors, this finding accords with the present study, since boundary spanners responded to adverse events proactively, through job crafting. On the one hand, the source of the negative experience was reduced (i.e., reduction in demands), but on the other hand, the boundary spanner did so by crafting their task and relational boundaries (i.e. increasing resources).

A further feature of degeneration was the intention of crafting to avoid in future, which as mentioned above, may reflect an alteration to trusting intentions. Although the exploratory nature of the present study precluded a fine-grained examination of the implications of adverse events on boundary spanners, the long-term implication for future behaviour suggests that the experience of the adverse event has a strong underpinning affective and cognitive component. Given job crafting is personally significant, this lends itself to further in-depth study.

9.6 Theoretical contributions and research implications

The thesis makes several unique contributions to scholarly understanding of the job crafting of workers in high autonomy jobs, and of the role of job crafting in the micro-foundations of inter-organisational working.

Empirical evidence of a dark side to job crafting is, to my knowledge new in the job crafting literature. This meets a call from scholars such as Oldham and Hackman (2010) to examine the more dysfunctional aspects of job crafting.

Findings indicate that dark crafting can be undertaken individually or collaboratively. Dark crafting provides a counterbalance to the overly positive view of job crafting presented to date. However, this finding also raises two research challenges: first, dark crafting is characterised by secrecy, and so may present challenges in how to uncover it, given dark crafters may be reluctant to divulge aspects that present a less than positive image of themselves.

Second, is the challenge of how to incorporate this potentially darker side in approaches to measurement, since, as discussed in section 2.6.2, measures of job crafting tend to be framed around assumptions as to the reason to craft, such as to make the job more meaningful, or to provide a better fit.

The thesis progresses our understanding of the inter-personal process of job crafting and how these relate to the micro-foundations of inter-organisational working through two strong contributions. First, the movement ‘upwards’ model presents the cross-level processes through which job crafting emerges at the higher levels. This is a new contribution in the job crafting literature as it explains the circular nature of job crafting, the processes of job crafting and how job crafting informs relational and work structure formation. Second, the identification of complementary job crafting and its integration into a three-level typology for job crafting is a new contribution to knowledge of job crafting and relational aspects of bottom-up work design. This contribution progresses the theorising of job crafting as a multi-level concept.

The thesis advances scholarly knowledge of the intra-personal aspects to job crafting through two contributions. First, that job crafting may be undertaken

as an end in itself or as a means to an end responds to the call by Oldham and Hackman (2010) to examine the motivational aspects of job crafting. Second, a new contribution to scholarly knowledge of job crafting is that when adverse environmental events punctuate and intervene with job crafting endeavours, this alters the content and form of job crafting, as collective working degenerates. The present thesis proposes a hierarchy, coherence, persistence and significance to job crafting goals, which has not been addressed in the literature to date. This finding contributes to the knowledge of cognitive processing underpinning job crafting decisions, present and future behaviour. Finally, this thesis advances scholarly knowledge of how to study job crafting. It does so by offering the temporal dimensions to be considered when examining job crafting: that collective working forms over longer time scales, while degeneration occurs relatively quickly; that adverse events punctuate job crafting in the present but also intervene in future crafting intentions; and, that boundary spanners generate entrainment cycles of interaction in order to instigate collective working.

9.7 Practical implications

There are several practical implications of the present study for practice.

The dark crafting findings highlight that there are often perceived inadequacies in the design of work, which may lead workers to dark craft. Dark crafting is a serious consideration for job crafting scholars when advising practice and lays to question the advice given to date, which is to enable and encourage job crafting. On the contrary, assuming dark crafting is an unwanted behaviour, this raises questions for management as to how to manage it. One means could be through enhanced control, yet the findings are that dark crafters will avoid detection by crafting in secret. Furthermore, increased managerial control that compromises worker autonomy may have adverse outcomes, since worker autonomy is associated with wellbeing, motivation, innovation and safety.

One approach may be for management to consider reducing the need for dark crafting at source, for example, by examining and attempting to reduce the perceived inadequacies in the design of work, as opposed to sanctioning dark crafting. Another means could be through human resource recruitment processes that probe for a better fit between for example, individuals' needs and preferences, work group goals and the job at the outset, and through enhanced management practices. In a sense, dark crafting is unavoidable, therefore management vigilance may be one appropriate measure. For example, if the line manager is aware of the potential for dark crafting they could be observant of how workers are varying their jobs, or of signs that co-workers are adversely affected. Alterations in work group dynamics may provide line managers with a further signal of dark crafting.

Notwithstanding the dark findings, the movement 'upwards' findings highlight the practical considerations for managers in enabling boundary spanners to form quality relationships; this may include overcoming lack of physical proximity, and the time to form quality interactions. As such, managers of boundary spanners may wish to make allowances for their boundary spanners in terms of time and resources afforded to boundary span. Furthermore, findings indicate that the more successful boundary spanners are those intrinsically motivated to form cross-boundary relationships, so managers may wish to consider appointing individuals who have a natural inclination towards relationship building to boundary spanning jobs. As such, organisational recruitment practices are a means of ensuring a good fit between the individual, the job and the organisation, in directing job crafting at positive outcomes for the individual, colleagues and the organisation.

There is a motivational consideration in that the inter-personal processes through which job crafting emerged at the higher levels may be more successful if the boundary spanner is autonomously motivated. This motivational aspect highlights the managerial dilemma of job crafting. On the one hand, organisations are keen to impose performance requirements upon their workers to retain control over performance outcomes, yet on the other

hand if these performance requirements are construed as controlling, they may hinder job crafting, encourage dark crafting or, in the case of movement, hinder the emergence of collaborative crafting. This job crafting paradox is the biggest challenge for managers, since job crafting produces the most positive outcomes when the job crafter motivates him/herself to craft.

Adverse events may be construed as significant for the job crafter, but this may be less visible for managers. A practical consideration for managers is how to recognise when a worker has experienced such a setback, in order to for example, buffer the effects. Given some boundary spanners withdraw from their job, this is a significant challenge for managers not wishing to lose valued and experienced workers.

Overall, these practical considerations point towards an instrumental role for the manager in understanding their workers needs and preferences, in a way that is finely attuned to being vigilant, supportive and facilitative. On the one hand, this may mean affording workers the latitude to craft a motivating job and pursue their needs and preferences. On the other hand, it requires vigilance that crafting is not adversely affecting others, or the organisation since job crafting changes the design of work and social environment. Furthermore, being attuned to workers' needs and preferences should be such that the line manager can be aware and supportive where adverse events intervene with workers' job crafting endeavours.

9.8 Strengths and limitations

The key strengths of this study lie in the longitudinal design and qualitative methods, which enabled rich data collection. To my knowledge, this is the first job crafting study to adopt longitudinal design applying qualitative methods.

The longitudinal design generated data as to how job crafting unfolded over time. This would not have been possible with a cross-sectional design. Given job crafting is circular and dynamic, this is a significant strength of the present study. Furthermore, the longitudinal design and interview methods allowed

analysis of what had changed (e.g., relational and work structures) and what stayed the same (e.g., a recurring aspect to the job crafting).

The repeated semi-structured interviews allowed me to establish a rapport with the participants and this may be why they divulged instances of dark crafting. Furthermore, the case study design was a strength, as it enabled triangulation of data, which added to the reliability of the data.

In critical realism the aim is to develop explanation, as such a further strength of this study is the extension of the analysis of findings (e.g., conceptual abstraction), in order to produce explanatory models and propositions. This in turn, prompted lines of enquiry that deepened understanding the observed job crafting and enhanced the explanatory quality of the findings.

There are a number of limitations of the study. The study comprised a small sample of 23 participants, with data collection from single sources, however, to mitigate sample size and source bias, I triangulated temporally by conducting multiple interviews over the time period, as well as triangulating accounts within case studies. In terms of the findings, I was able to identify convergent findings across multiple cases, which strengthens the findings from an otherwise small sample. Although participants were drawn from eleven organisations, a third were from the same organisation, however, overall there was a breadth and variation in boundary spanning across the entire study sample. This variation was a further limitation, albeit a necessary design feature due to the exploratory nature of the study in unearthing patterns across cases - as reflected in the convergent findings. Similarly, to mitigate the limitations of a convenience sample, I recruited a range of cases across differing settings, to strengthen conceptual generalisation.

In terms of job crafting, I studied extreme cases - individuals who spent at least some of their work time working across organisational boundaries. This was a necessary research choice to uncover the phenomenon of interest. For example, boundary spanners may be less prone to behavioural influence compared to individuals who only work with others within their organisation.

I also considered whether inter-organisational boundary spanners are atypical in their job crafting when compared to non-boundary spanners or intra-organisational boundary spanners. However, this is unlikely to be the case, since I identify the main influences for crafting as mechanisms - thus, it may be that the influences are stronger or weaker for some individuals, or the mechanisms activated or otherwise, rather than these influences not existing at all. As such, this weakness should not diminish the implications of the findings, however it does suggest that further research is needed to examine the propositions and findings across a larger sample.

Further limitations lie in that the exploratory nature of the study precluded in-depth examination of specific constructs associated with job crafting. As such, some of the study findings provide indicators that require further examination. Furthermore, there are individual level concepts that may have been included, and which may have shed light on whether some people are more likely than others to craft in certain ways (e.g., dark crafting). Examples include self-efficacy, individual differences, such as work orientations, control orientations, regulatory orientations, and so on.

Given the exploratory nature of the research, decisions had to be made as to how to bound the conceptual framework. On the one hand, this contained the study and ensured it remained focussed on job crafting. On the other hand, this entailed focussing less on some fields of study. One of the early challenges was how to incorporate job design, when the focus was on work that took place 'in the void' between organisations. I attempted to level this by adopting the perspective of an enhanced view of the design of work incorporating the work environment. Furthermore, I considered how to incorporate role theory at the outset, but assessed that there was insufficient literature binding it to job crafting to inform the questioning in a meaningful way. Instead, I chose to incorporate it where appropriate into the findings and discussion. Finally, to ensure the research was bounded and focussed on the research question, I did not examine the ostensive performance aspects of job crafting, for example

through manager or co-worker ratings, or capability aspects such as knowledge transfer.

9.9 Recommendations for future research

Fundamentally, the findings position job crafting within work and social systems as originally proposed by Wrzesniewski and Dutton (2001).

Furthermore, findings highlight on the one hand, the dynamic and circular nature of job crafting, on the other, the recurring and coherent aspect to the job crafting undertaken. This study has generated findings and many indicators of job crafting that lend themselves to further study. Given the processual nature of crafting, multi-wave longitudinal designs are required.

With respect to dark crafting, there are already measures of individual and collaborative job crafting, which could be adapted to measure dark crafting and test the dark crafting propositions. However, thought may need to be given to the way surveys are administered, so workers feel at liberty to divulge dark crafting. Ethical considerations would need to be carefully thought through, such as the implications if workers divulge dark crafting that for example, compromises safety or other legal requirements. . Measures could be developed to examine the outcomes of dark crafting, perhaps drawing upon typologies of bad behaviour, such as that proposed by Griffin and O'Leary-Kelly (2004) The extent and types of dark crafting could be examined with respect to individual differences, utilising existing measures. The dark crafting finding points to a number of contextual influences which could be examined, For example, dark crafting in interdependent contexts (propositions 1-2), highly formalised organisations (proposition 4), in conditions of high social support (proposition 5). The motivation to dark craft could be examined, for example, with respect to motivational orientations and concepts such as person-job-fit, perceived organisational support, psychological contract, perceived organisational justice and high performance work systems. Furthermore, research could examine the manager/dark crafter relationship with respect to control and latitude. Findings indicate dark collaborative

crafting, so future research could examine group dynamics composition, processes, routines etc., and their relationships with dark crafting,

With respect to the movement finding, future research could: develop and test the cross-level process model, for example developing measurement approaches; and, progress the notion of job crafting as a multi-level concept. Existing measures of job crafting could be adapted to measure complementary crafting, ideally at the dyadic level. Longitudinal multi-wave designs could be developed to measure changes to the type, form and content (propositions 1 to 8, and 9-10) of crafting over time with respect to a number of focal outcomes. Each form of crafting could be examined with respect to antecedents such as motivational aspects (propositions 14 and 15) or performance outcomes such as perceived success and future intentions (propositions 11-13). Future research could examine collaborative crafting in various stages of group formation, for example whether the content of collaborative crafting alters according to group tenure; whether complementary crafting occurs as a dyadic interaction within work groups; and whether this then informs group collaborative crafting. Furthermore, future research could examine whether job crafting 'spreads' through social information processing such that it is adopted, adapted or replicated from person to person within a proximal work area.

Additionally, research could examine for example, the transfer of knowledge through the movement processes, since this was a component of the Clegg and Spencer (2007) model of job design and an important face of for example, inter-organisational innovation.

With respect to the degeneration and thwarting findings, future research could examine the source and effects of events on current and future job crafting intentions (propositions 1-5) and/or worker wellbeing outcomes. Event reconstruction techniques could be utilised in investigations seeking to examine the cognitive processes that accompany intervening events and job crafting decisions (propositions 6-7). Future research could examine the effects of adverse events that intervene with job crafting, since indications

from the present study are that there may be long-term implications for future behaviour and that the experience of the adverse event has a strong underpinning affective and cognitive component. Research could examine the influence of adverse events on job crafting and individual outcomes in an extreme case, such as an organisation undergoing a significant change programme. Future research could also examine the goal-hierarchical and personally coherent aspect to job crafting endeavours, the cognitive and affective processes in the face of adverse events that hamper job crafting progress, or similarly in the face of events that facilitate progress towards job crafting goals.

Finally, the present study examined job crafting by boundary spanners, i.e. in high latitude jobs, therefore future research could examine whether the findings and propositions hold in low control jobs, or in intra-organisational contexts.

9.10 Conclusions

The purpose of this study was to examine the role that job crafting played in inter-organisational working, given the high incidence of failure (e.g., Powell et al., 1996). At the outset of this study in 2012, there were few papers examining job crafting and none that examined job crafting by boundary spanners. Given the topic and focal worker, the present study was necessarily exploratory. Furthermore, since there are many differing inter-organisational forms, such as networks, supply chains and strategic business units, I adopted a multiple case study design, to examine crafting in differing contexts. Gaps in knowledge of job crafting prompted longitudinal data collection using interview methods to examine the dynamics and processes of job crafting as they unfolded.

The main contribution of this thesis is to address several gaps in knowledge of job crafting and its role in the micro-foundations of inter-organisational working.

The first contribution is through evidencing that job crafting has a dark side and this holds adverse implications for others in the work area, or the organisation. The 'dark' finding challenges the overly positive view of job crafting in literature to date and presents the job crafter as more agentic in acting in self-interest. Furthermore, the 'dark' finding illustrates that the means put in place by organisations to influence behaviour do not prevent dark crafting.

The second contribution is through the proposed cross-level process model that comprises a three-stage movement between cross-boundary individual crafting and collaborative crafting, over time. A new form of crafting, termed complementary crafting provides an important bridge in this movement. The three stage progression contributes by explaining how job crafting may emerge at the higher levels, which theoretically progresses job crafting as a multi-level concept. Furthermore, the processes through which movement occurs support the principles of social exchange theory (SET) and suggest a reciprocal relationship between exchange-based interactions and relational structures. Additionally, this finding progresses the notion of the role of trust in both generating and sustaining quality relationships but also in the processes of introducing new working practices cross-boundary.

A third contribution is the degeneration model and cognitive process models, which seek to explain the processes that are generated when adverse environmental events intervene in job crafting, both in the present and future. Given job crafting is associated with positive outcomes for individuals, this finding contributes by progressing the thesis that not only are there are adverse implications for individuals who are unable to craft, but there may be adverse implications arising from the breakdown of collective working. Furthermore, this thesis contributes to theoretical development of job crafting as having both a process-goal and end-state goal quality. The hierarchical aspect and the coherence of job crafting endeavours towards an overall aim contribute to theoretical development of job crafting as a purposeful endeavour.

Finally, the temporal aspects of job crafting presented in this thesis contribute to knowledge of job crafting when considering research designs, in order to capture the phenomenon of interest.

The principles of critical realism provide a robust structure to generate the research design and an analytical framework that was robust and credible. In the pursuit of explanation, I progressed a set of findings into explanatory propositions. I did so by theorising what might explain what was observed, how the underlying relational, personal and work structures may give rise to the observed behaviours (i.e. the mechanisms that were activated). From this exercise, I developed explanatory models and proposition statements that support the explanation of the findings. As such, what I have aimed to do in this thesis is not to merely describe or show, but to attempt to explain; being a former practitioner, explanation is a personally important goal of research.

On the one hand, this study has raised more questions as to practical implications for job crafting, than it has resolved; but this is necessarily a good thing as it suggests we are getting closer to a real understanding of the job crafting phenomenon. On the other hand, this study has answered questions as to how boundary spanners may bring about collective working, in that job crafting holds an important role in the micro-foundations of inter-organisational working.

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APPENDIX A: STUDIES ADOPTING THE WRZESNIEWSKI AND DUTTON (2001) CONCEPTUALISATION OF JOB CRAFTING

Authors Type of paper ² Methods	Sample / level of analysis	Relationships examined and findings
Wrzesniewski, & Dutton (2001). Theoretical paper	Based upon a synthesis of 7 qualitative empirical studies / Individual	The authors proposed that motivated individuals who perceive the opportunity, craft their jobs by changing the cognitive, task and/or relational boundaries of their work. These altered configurations change the design of work and social environment of work and generally alter the crafter's work meaning and work identity.
Lyons (2008). Empirical paper. Structured interviews and Q-sort methods	107 US Salespeople / Individual	The author examined relationships between job crafting unsupervised changes, self-image, perceived control and readiness to change and cognitive ability. <ul style="list-style-type: none"> • The author found positive correlations between perceived control, readiness to change and self-image with job crafting. • No relationship was found between cognitive ability and job crafting.
Bertolotti, Macri & Tagliaventi, (2005). Empirical paper. Ethnographic interviews and observations	20 pattern makers and 2 supervisors in an Italian fashion company / Individual	The authors examined self-managing practices within the work group, with reference to job crafting (the fieldwork was conducted in 1998). The authors applied social networks analysis to examine relational patterns, network centrality of actors, self-managing activities and social structure. <ul style="list-style-type: none"> • The authors identified 4 main interaction categories between workers: technical cooperation, requests for information or advice, communications of information or advice and reporting of problems. • Job crafting plays an important part in self managing practices: task, relational and cognitive.

² Rug and Petre (2010) propose there are 7 types of papers – **Empirical** (Data driven), **Methods** (new method, technique, algorithm or process), **Theoretical** (new theory or shed light), **Consciousness raising** (issues that have not had a lot of attention before / change of viewpoint), **Agenda setting** (new directions / avenues of exploration), **Review** (summarising main themes from work) and **Position**

Authors Type of paper ² Methods	Sample / level of analysis	Relationships examined and findings
		<ul style="list-style-type: none"> The continuous process of professional identity construction is central to understanding behaviours for this group. Professional identity exemplified by breadth of competencies and knowledge diffusion within the relational network.
Leana Appelbaum & Shevchuk (2009) Empirical paper. Mixed methods	232 childcare teachers and aides / Individual and Group	<p>The authors examined individual and with others crafting task boundaries (to achieve a better fit with preferences and competencies). Antecedents: work discretion, task and social inter-dependence, work orientation, supervisory support and two aspects of human capital: education and work experience. Job crafting outcomes comprised work performance and organisational commitment.</p> <ul style="list-style-type: none"> Individual crafting is more likely when individuals have more discretion, a higher status job and a career orientation, but was not related to inter-dependence and supportive supervision. Collaborative crafting was related to discretion, task and social inter-dependence and supportive supervision, but not work orientation. Collaborative crafting was also significantly related to organizational commitment and job satisfaction, but individual crafting was not (individual crafting was negatively related to job satisfaction). Neither was related to turnover intentions. Quality of care was a significant effect of collaborative crafting, but not individual crafting. The authors highlight contextual differences, between organisations in respect of the crafting that is undertaken.
Berg, Grant & Johnson (2010). Empirical paper. Semi-structured interviews	Stage 1: 20 US educators Stage 2: 16 workers from a for-profit manufacturing company, 13 employees from a not-for-profit economic advocacy organisation /	<p>The authors examined job crafting both work and leisure with respect to the work orientation of a 'calling' and wellbeing.</p> <ul style="list-style-type: none"> Individuals with unanswered callings were motivated to craft by re-framing their role, expanding their job and emphasizing tasks. When individuals pursue their unanswered callings they were more likely to experience, hedonic (e.g., enjoyment) and eudaimonic (e.g., meaning) psychological states at work. Individuals were more likely to craft their leisure time when they were unable to craft towards their calling at work. Crafting leisure time was associated with enjoyment and meaning out of work.

Authors Type of paper ² Methods	Sample / level of analysis	Relationships examined and findings
	Individual	<ul style="list-style-type: none"> • Where individuals felt they had greater autonomy and choice in their job they were more likely to craft their job to meet their calling, while those who perceived less control tended to craft their leisure time to meet their calling. • Negative experiences in work that trigger a prevention focused state. • Positive experiences outside work trigger promotion-focussed states, motivating individuals pursue additional callings in work. Individuals who 'miss' their additional calling experience intermittent regret, while those missing their calling experience long-term regret.
Berg, Wrzesniewski, & Dutton (2010) Empirical paper. Semi-structured interviews	33 high and lower rank employees – 20 in a manufacturing for-profit and 13 from a not-for-profit economic advocacy organisation / Individual	<p>The authors examined the processes of job crafting according to differing ranks.</p> <ul style="list-style-type: none"> • The authors found six differing job crafting efforts: 1. Altering the nature or scope of tasks, 2. Undertaking additional tasks, 3. Altering the nature of or extent of relationships, 4. developing additional relationships, 5. Altering perceptions of tasks or relationships and 6. Framing perceptions of the job as a whole that is meaningful • Both high and low rank employees expressed challenges to their job crafting aims lay in their job design. High rank perceived these challenges as residing in their own expectations of how to spend their time, while for low rank, challenges lay in perceived expectations of others. • Both high and low rank described challenges where the job crafting relied on others: lower rank lacked power to obtain cooperation from others, while high rank employees were mindful of not encroaching on others. • The authors propose three adaptive moves undertaken by each of high and low rank employees. <ul style="list-style-type: none"> – High rank employees 1. highlight the opportunities to craft they do have, 2. adjust their own expectations and behaviours and 3. craft outside of work. – Low rank employees 1. seek opportunities that may allow job crafting, 2. target other who may provide opportunities and 3. generate trust in important others who may enable opportunities to craft.

Authors Type of paper ² Methods	Sample / level of analysis	Relationships examined and findings
Kira, van Eijnatten & Balkin (2010). Consciousness raising paper.	Not applicable	<p>A conceptual paper that proposes a means of organising, by utilising job crafting.</p> <ul style="list-style-type: none"> • The authors draw upon Hobfoll (2002) notion of social and psychological personal resources as a means through which employees develop sustainable work abilities. • The authors argue that sustainable work abilities are achieved through what the authors term collaborative work crafting, defined as an 'organizational practice for shaping employees' work with the aim to promote the application and development of employees personal resources at work, and to promote the achievement of organizational objectives'. • The authors propose that collaborative work crafting provides a means for employees to build personal resources through workplace learning and translation of that learning that in turn transform agentic, or individual resources to communal, or shared resources.
Wellman & Spreitzer (2011). Consciousness raising paper.	Not applicable	<p>Centred on the academic jobs, the authors propose ways in which academics may craft the cognitive, task and relational boundaries of their work to enhance meaningfulness.</p> <ul style="list-style-type: none"> • These authors propose academics may cognitively craft to broaden their perspectives as to the function of their work, and through the reflective practice of recognising their strength and talents termed 'best selves'. • Task crafting to increase work meaning for academics comprises a focus on the questions asked in research, and seeking challenges in the content of jobs. • In crafting relational boundaries, the authors suggest academics connect with beneficiaries to engender better understanding, and focussing on building those connections around mutual respect, shared goals and knowledge.
Brickson (2011). Empirical paper. Reflective self-report	The author, an academic in the US / Individual	<p>The author provides a personal account of her job crafting practices, drawing primarily on the suggestions presented by Wellman and Spreitzer (2011) as to how academics may craft their jobs to generate more meaning.</p> <ul style="list-style-type: none"> • Reframing the ideal work setting • Focussing on passions and values • The author identifies challenges to crafting a more meaningful academic job and suggests ways

Authors Type of paper ² Methods	Sample / level of analysis	Relationships examined and findings
		in which academic decision makers can remove these obstacles.
Sturges (2012). Empirical paper. Semi-structured interviews	34 young professionals from 7 UK organisations in the legal, public sector, professional services, retail, actuarial and petrochemical sectors / Individual	<p>The author examined the ways in which employees unofficially craft their jobs to achieve a work-life balance.</p> <ul style="list-style-type: none"> • Crafting a work-life balance largely entails balancing factors, rather than changing the job content. The author found that, in addition to crafting cognitive and relational boundaries of their work, individuals crafted the physical aspects of their work, such as when and where work was conducted and how much time they spent at work and commuting. • The study highlighted ‘physical crafting’, which comprised crafting where work was undertaken, how much time was spent on work and time spent commuting, as well as choices made in selecting an employer. Cognitive crafting consisted of adjusting to compromises, framing work life balance and work-life prioritization. Relational crafting encompassed both in and out of work relationships
Mattarelli & Tagliaventi (2012). Empirical paper. Semi-structured interviews	2 Italian software companies: 10 managers and 30 developers / Individual	<p>The authors examine the role of job crafting in professional and organisational identity and job dissatisfaction.</p> <ul style="list-style-type: none"> • Perceived compatibility between professional and organisational identity is an intervening condition between perceived threats to work-identity integrity and job crafting. • Where individuals perceived compatibility they tended to craft the generation of job expanding and new business ideas. During the process of idea development, individually generated ideas were taken and collaboratively crafted with co-workers: individual and collaborative crafting are inter-linked through adaption of inter-dependencies. • Individuals experiencing threats to work-identity integrity, who perceived incompatibility between professional and organizational identities tended to crafting new tasks around the existing job. Further individuals perceiving incompatibility expressed reduced psychological well-being in respect of enjoyment and meaning.

Authors Type of paper ² Methods	Sample / level of analysis	Relationships examined and findings
Wrzesniewski LoBuglio, Dutton & Berg (2013). Consciousness raising paper.	Not applicable	<p>The authors develop notions job crafting as a means of altering work meaning and work identity. The authors suggest 3 archetype pathways through which individual job crafters shape their job and work boundaries to achieve positive work meaning and positive organizational identities. 1. 'The alignment crafter' is the individual who crafts their job to achieve a better fit with their job to achieve desired work meaning and identity. 2. Aspirational crafters craft within the broader landscape of their work, rather than the parameters of their job, by seeking opportunities to achieve desired work meaning and identity. 3. Accidental crafters discover positive meaning and identity in ways that were not intended at the outset of the job crafting.</p> <p>The authors describe 4 sources of meaning in work: 1. the self, 2. others, 3. context and 4. spirituality. The authors then propose the role that the process of job crafting plays in how individuals construct and maintain four types of positive organizational identities: 1. virtuous-holding attributes of virtue or good character, 2. esteemed – holding significant worth, 3. progressive – evolving towards a desired-self; and, 4. complementary – a compatibility and consistency between work and social roles.</p>
Slemp & Vella-Brodrick (2013). Empirical paper. Survey developing and validating a measure of job crafting	253 employees across a range of organisations, mainly in the education, healthcare and banking and financial services sectors / Individual	<p>The authors designed and validated a scale to measure job crafting to reflect the three types of job crafting identified by Wrzesniewski & Dutton (2001).</p> <ul style="list-style-type: none"> • The authors applied four items from Leana et al (2009) and introduced further original items that were tested and validated to produce a final 15 item scale. <p>The authors applied this scale to examine the relationships between job crafting, use of personal strengths in their job, intrinsic goals striving, organisational citizenship behaviour. The authors found all correlations positive and significant.</p> <ul style="list-style-type: none"> • Job crafting was positively and significantly related to work enthusiasm, job satisfaction, work contentment and work-specific positive affect. • The strength of negative relationships between job crafting and work-related negative affect were less than those between job crafting and work-related positive affect. The negative relationship between relational crafting and work-related negative effect was not significant.
Chen, Yen &	246 employees	The authors examined relationships between both individual and collaborative job crafting,

Authors Type of paper ² Methods	Sample / level of analysis	Relationships examined and findings
Tsai (2013). Empirical paper. Survey, applying the Leana et al. (2009) scale of job crafting	from 25 hotels in Taiwan / Individual	<p>person-job fit and job engagement.</p> <ul style="list-style-type: none"> • Positive relationships between collaborative crafting, job engagement and person-job fit, and between individual crafting, job engagement and person-job fit. • Person-job fit was positively associated with job engagement: fully mediated the relationship between collaborative crafting and job engagement, and partially mediated the relationship between individual crafting and job engagement.
Slemp & Vella-Brodrick (2014). Empirical paper. Survey, applying the Slemp and Vella-Brodrick (2013) job crafting q'aire	253 employees across a range of organisations, mainly in the education, healthcare and banking and financial services sectors / Individual	<p>The authors examined the relationship between job crafting, intrinsic need satisfaction and eudemonic and hedonic well-being.</p> <ul style="list-style-type: none"> • Task, relational and cognitive crafting predicted intrinsic needs satisfaction, in turn predicting positive emotions and positive psychological functioning. • Needs satisfaction predicted positive emotions directly; changes in positive psychological functioning indirectly predicted changes in positive emotions • The authors further examined whether job crafting, need satisfaction or well-being provided a better fit as antecedents: those models all provided a reasonable fit, but job crafting as an antecedent provided the best fit.
Qi, Li & Zhang (2014). Empirical paper. Survey, applying a job crafting scale (Sekiguchi, Li & Hosomi, 2012)	220 employees from a manufacturing company in China / Individual	<p>The authors examine the relationship between emotional attachment to the organisation and job crafting, moderated by social capital within the organisation.</p> <ul style="list-style-type: none"> • Both organizational embeddedness and affective commitment are associated positively with job crafting. The authors also found that when social capital was low, the effects of organizational embeddedness and affective commitment on job crafting was high, but not when social capital was high.
McClelland, Leach, Clegg & McGowan (2014).	1,935 call centre staff, across 242 call centre teams in 3 UK organisations	<p>The authors examined collaborative job crafting undertaken by call-centre teams, where work was characterised by narrow job designs, low control and high task inter-dependence among team members.</p> <ul style="list-style-type: none"> • The authors found a positive relationship between collaborative job crafting, team

Authors Type of paper ² Methods	Sample / level of analysis	Relationships examined and findings
Empirical paper. Interviews and survey, applying measures adapted from Leana et al. (2009)	from the retail and insurance sectors / Group	interdependence, team efficacy, team control; and in turn positive work performance. <ul style="list-style-type: none"> • In low control jobs, workers overcome shortfalls by crafting collaboratively to satisfy the need for control
Li (2015) Empirical paper. Survey applying the Sekiguchi et al. (2012) scale of job crafting	277 employees from a state owned Chinese company	The author examined the relationship between Leader-Member Exchange (LMX) and employees outcomes of job performance and affective commitment, exploring the mediating role of job crafting. Findings are that employees with quality LMX are more likely to job craft and thrive at work. Furthermore, job crafting mediates the effects of LMX on affective commitment
Slemp, Kern & Vella-Brodrick (2015) Empirical paper. Survey, applying the Slemp & Vella-Brodrick (2013) job crafting questionnaire	250 employees from a range of Australian organisations	The authors examined the relationship between an autonomy supportive line manager, job crafting and wellbeing (positive affect, lack of negative affect and job satisfaction). <ul style="list-style-type: none"> • The authors found that both autonomy support and job crafting directly predicted wellbeing but that each was a separate but correlated predictor. Furthermore, employees with the highest wellbeing reported most job crafting and the highest perceived autonomy support. • The authors conclude that individual and contextual aspects should be considered in studying job crafting
Neissen, Weseler & Kostova (2016) Empirical paper.	466 workers across a range of organisations undergoing	The authors examined motivational antecedents of job crafting as proposed by Wrzesniewski and Dutton (2001): need for positive self-image, relatedness and competence. First, they developed and validated a scale to measure job crafting. In study 2, they examined motivational antecedents and determined their job crafting scale measures as distinct from related

Authors Type of paper ² Methods	Sample / level of analysis	Relationships examined and findings
Survey, applying measures developed by the authors. Two time points measured in study 2.	organisational change in study 1 118 workers from a range of German organisations in study 2	constructs. The authors found that self-efficacy at time 1 did not predict job crafting at time 2; need for positive self-image in time 1 predicted job crafting in time 2, but need for relatedness and connection did not predict job crafting at time 2. The authors found no significance relationships between job autonomy and job crafting nor task inter-dependence.
Solberg & Wong (2016). Empirical paper. Survey, applying a working paper scale developed by Wrzesniewski, Bartel and Wiesenfeld	143 workers and 47 leaders from a Norwegian manufacturing firm / Individual (2-wave)	The authors examined perceived role overload, perceived adaptivity, job crafting and the leaders' need for structure. In time period 1, surveys were administered to leaders and employees and only to employees in time period 2. <ul style="list-style-type: none"> • In isolation, perceived role overload relates negatively to job crafting • Employees perceived adaptivity did not moderate in a positive direction the negative relationship between perceived role overload and job crafting. • The relationship between job crafting and perceived role overload was strongest when the leaders need for structure was low and employees perceived adaptivity was high.
Vogel, Rodell & Lynch (2016) Empirical paper. Survey methods applying Leana et al. (2009) measure of job crafting	193 employees from various organisations in the US.	The authors examined whether value-incongruence at work (in turn, potentially negative performance) is mitigated by job crafting leisure time. <ul style="list-style-type: none"> • The authors found job crafting buffered against the negative effects of value incongruence. • Furthermore, leisure activity outside of work has a positive impact on job performance if the employee's values are lower than those of their organisation. • Overall, the authors found that crafting leisure activity provides a buffer for work engagement and citizenship behaviour for employees with either lower or higher values than their organisation (i.e. value-incongruence), compared to workers without value-incongruence.

APPENDIX B: STUDIES ADOPTING THE TIMS AND BAKKER (2010) CONCEPTUALISATION OF JOB CRAFTING

Authors Type of paper ³ Methods	Sample / level of analysis	Relationships examined / findings
Tims, & Bakker (2010). Agenda setting paper.	Not applicable	<p>The authors review the concept of job crafting presented by Wrzesniewski & Dutton (2001), highlighting limitations as to how to measure job crafting.</p> <ul style="list-style-type: none"> The authors propose the job demands-resources (J D-R) model as providing a means through which to examine job crafting. The JD-R model proposes an interaction effect between job demands and resources in respect of two psychological processes that may contribute to job strain and motivation through two processes: the health impairment and motivational process. The authors present a model of job crafting whereby the individual crafts their job demands and resources in order to achieve a better person-job fit. Proposed effects of job crafting include work engagement, resilience, thriving, person-job fit, job performance, job satisfaction and enhanced meaning of work. In this model work characteristics of autonomy and task interdependence and individual differences of proactivity, self-efficacy and self-regulation mediate between person-job misfit and job crafting.

³ Rug and Petre (2010) propose there are 7 types of papers – **Empirical** (Data driven), **Methods** (new method, technique, algorithm or process), **Theoretical** (new theory or shed light), **Consciousness raising** (issues that have not had a lot of attention before / change of viewpoint), **Agenda setting** (new directions / avenues of exploration), **Review** (summarising main themes from work) and **Position**

Authors Type of paper ³ Methods	Sample / level of analysis	Relationships examined / findings
Tims, Bakker & Derks (2012). Methods paper. Survey design and development	Dutch Workers from a range of organisations: study 1 – 375 workers, study 2 415 workers (sample 1), 210 workers (sample 2), study 3 – 190 workers (95 dyads) / Individual	<p>The authors developed and validated the Dutch job crafting scale. Drawing upon Tims & Bakker, 2010, the authors define job crafting as the ‘changes employees make to balance their job demands and job resources with their personal abilities and needs.’</p> <ul style="list-style-type: none"> • In studies 1 and 2, the authors developed and validate their job crafting scale. This comprises 21 items across 4 dimensions within the job demands-resources model of reducing hindering demands, increasing challenging demands, and increasing structural and social job resources. • In study 3, the authors found positive relationship between increasing social and structural job resources and challenging job demands with work engagement, and that the three dimensions positively correlated with job performance, however, decreasing hindering demands was not related to performance.
Petrrou, Demerouti, Peeters, Schaufeli & Hetland (2012). Empirical paper. Quantitative 5-day diary study and survey	95 employees from Dutch organisations undergoing change across the health, education, finance, business, sales, construction and government sectors / Individual	<p>The contextual determinants of daily job crafting and work engagement. The authors found job crafting comprised as a daily employee behaviour, that differed between individuals and within individuals on a day-to-day basis. The link between active jobs (high autonomy and work pressure) and job crafting was partially supported. Employees who crafted by seeking more challenges and reducing demands less, were more engaged.</p>

Authors Type of paper ³ Methods	Sample / level of analysis	Relationships examined / findings
Bakker, Tims & Derks (2012). Empirical paper. Survey, applying the Tims et al. (2012) scale	190 workers in various organisations / Individual	<p>The authors examined relationships between job crafting, proactive personality, in-role performance (provided by peer ratings) and work engagement.</p> <p>The authors found that proactive personality was positively related to job crafting, job crafting predicted work engagement and work engagement was related to in-role performance. Some support for the proposed causality, but reverse causality also is possible.</p> <p>The authors conclude job crafting is different from, albeit related to job crafting.</p>
Nielsen & Abildgaard (2012). Empirical paper. Survey, adaptation of Tims et al. (2012) scale, for blue-collar workers, longitudinal	Danish postal workers (362 at time1, 408 at time2) / Individual	<p>The authors examined relationships between job crafting and wellbeing outcomes of job satisfaction, work engagement and burnout.</p> <ul style="list-style-type: none"> • The five factors in the revised job crafting scale comprised: 1. increasing challenging demands (engaging in new activities), 2. decreasing social demands (avoiding challenging situations), 3. increasing social job resources (feedback-seeking in social context), 4. increasing quantitative demands (creating more work) and 5. decreasing hindering demands (organising work so as to be less stressful). • The authors found no relationship between decreasing either hindering or social job demands and wellbeing outcomes and that job crafting measures did not predict wellbeing outcomes over time. The strongest relationships with positive wellbeing outcomes were increasing quantitative job demands, social job resources and challenging job demands. • The authors found substantial variability in job crafting behaviours over time.

Authors Type of paper ³ Methods	Sample / level of analysis	Relationships examined / findings
Tims, Bakker, Derks & van Rhenen (2013). Empirical paper. Survey, applying the Tims et al. (2012) job crafting scale, adapted to reflect team behaviour	525 workers in an occupational health services organisation in the Netherlands. / Individual and Group	<p>The authors examined relationships between individual and team crafting, work engagement and performance.</p> <ul style="list-style-type: none"> • At the individual level, the authors found absorption and vigour were related to increasing structural resources but not increasing social resources. Dedication was related to increasing both types of resources. Increasing challenges was not related to dedication or performance, but was related to vigour and absorption. Decreasing hindering demands was not related to performance, absorption or dedication, but was negatively related to vigour. • At the team level the authors found team crafting was related to work engagement and team performance. Team crafting hindering demands was negatively related to team performance but unrelated to team engagement. The authors found a strong mediation effect of team work engagement on the relationship between team crafting and performance.
Tims, Bakker & Derks (2013). Empirical paper. Survey applying the Tims et al. (2012) job crafting scale	288 chemical plant employees in the Netherlands Individual (longitudinal)	<p>The authors examined whether job crafting effects, job satisfaction, burnout and work engagement.</p> <ul style="list-style-type: none"> • The authors found structural resources were increased when they were crafted, and this was associated with increased wellbeing. • Decreases in burnout and increases in job satisfaction were correlated to increases in structural resources. Similarly, increased social resources resulted from crafting social resources; there was no direct path between increasing challenging demands and challenging demand workload increases. • Individuals who reduced hindering demands did not experience decreased demands, in turn reducing burnout and increased job satisfaction and work engagement.

Authors Type of paper ³ Methods	Sample / level of analysis	Relationships examined / findings
Akın, Sarıçam, Kaya & Demir (2014). Empirical paper. Survey Tims et al. (2012) job crafting scale, adapted for Turkish workers	364 Turkish teachers. Individual	The authors developed, tested and validated a translated and culturally adapted scale for use by Turkish workers, to measure job crafting from the Tims & Bakker (2012) job crafting scale. the authors found the resultant scale had acceptable reliability and validity.
Bipp & Demerouti (2014). Empirical paper. Survey – a shortened version of the Tims et al. (2012) job crafting scale.	Study 1 – 211 international employees across a range of organisations and occupations. Study 2 – 138 employees from a range of organisations and sectors Individual	The authors examined the extent to which basic personality characteristics determine job crafting and whether behaviour intentions influence job crafting. Relationships examined were approach and avoidance temperament, skill variety and job crafting. Study 1 comprised a cross-sectional survey <ul style="list-style-type: none"> • Approach temperament was related to seeking resources and challenging demands; while avoidance tendency related to reducing demands. Study 2 comprised a longitudinal, experimental study, whereby employees were additionally instructed to pursue avoidance or approach goals. The authors also examined the interaction effects of the temperament types with the goals. <ul style="list-style-type: none"> • Contrary to expectations, the authors found the lowest intention to seek resources and challenging demands was in the approach goals condition; the interaction effect was not significant; resource-seeking behaviour was related to intentions; seeking challenges positively predicted by approach temperament.

Authors Type of paper ³ Methods	Sample / level of analysis	Relationships examined / findings
Demerouti (2014). Review paper.	Not applicable	The author provides an overview of the Wrzesniewski & Dutton approach to job crafting, the job demands-resources approach and rationale; an overview of research to date in respect of: the measurement of job crafting, why individuals job craft, predictors and outcomes for job crafting, individual predictors, and outcomes of job crafting. The paper further explores how organizations may create conditions that facilitate job crafting. The author then offers a model of job crafting comprising situational – job demands, resources and changing environment; and, individual – personality and motivational orientation predictors of job crafting. Outcomes of job crafting are specified as motivation, work engagement, experienced meaning, health, and job performance.
Golparvar & Rezaie (2014). Empirical paper. Survey applying the Tims et al. (2012) job crafting scale, adapted for the Iranian context	296 employees from an art and cultural organisation in Iran. Individual	The authors examined the role of job crafting in generating individual outcomes of in workplace energy and in job happiness. Happiness is encapsulated as overall life satisfaction and positive affective states. <ul style="list-style-type: none"> • The authors found some support for a relationship between job crafting and job happiness and full support for the relationship between job crafting and feelings of energy. Increasing resources predicted increased happiness.
Kanten (2014) Empirical paper. Survey, applying 15 items of the Tims et al. (2012) job crafting scale	252 Turkish hotel employees. Individual	The author examined the relationships between self-efficacy, perceived organisational support, perceived job characteristics and job crafting. <ul style="list-style-type: none"> • Self-efficacy belief has a significant and positive effect on job crafting. The dimensions of perceived organisational support – management support and supervisory support did not have significant effects on job crafting. • The job characteristics of feedback and skill variety have significant and positive effects on job crafting, however task significance and autonomy did not.

Authors Type of paper ³ Methods	Sample / level of analysis	Relationships examined / findings
Lu, Wang, Lu, Du & Bakker (2014). Empirical paper. Survey, applying sub-scales from the expansion-oriented job crafting scale developed by Laurence, (2010)	246 Chinese employees from a high technology organisation. Individual (longitudinal)	<p>The authors examined the relationships between changes in job crafting, person-job fit, work engagement and job insecurity. Job crafting measures comprised relational crafting, physical crafting (the expansion of the boundary of a job) and work meaning.</p> <p>In time-period 1, job crafting, person-job fit, job insecurity and work engagement were measured. In time-period 2, job crafting and person-job fit were measured.</p> <ul style="list-style-type: none"> • The authors found work engagement was positively related to changes in relational and physical job crafting and these changes positively affected person job fit categories of needs-supplies and demands-abilities respectively. • The authors found a moderating effect of job insecurity on job crafting
Shusha (2014). Empirical paper. Survey, adapting the Tims et al. (2012) and Volman (2011) job crafting scales	398 healthcare workers from Egyptian medical centres and hospitals. Individual	<p>The author examined the relationship between task and relational job crafting and five dimensions of organizational citizenship behaviour.</p> <ul style="list-style-type: none"> • The author found task and relational and tenure together have a positive effect on altruism; task crafting tends to predict conscientiousness; courtesy is significantly determined by relational and task crafting along with educational level and gender. • Variations in civic virtue is mainly explained by relational and task crafting, while educational level and relational crafting positively effect sportsmanship.

Authors Type of paper ³ Methods	Sample / level of analysis	Relationships examined / findings
Tims, Bakker & Derks (2014). Empirical paper. Survey applying 4 items from the Tims et al. (2012) job crafting scale	47 employees from various organisations including programmers, software developers and project managers. Individual	The authors examined the relationships between job crafting, self-efficacy and performance on a daily basis. <ul style="list-style-type: none"> • The authors found the daily levels of individual's self-efficacy broadly predicted their crafting activities to seek resources. This then positively correlated with enjoyment of work and indirectly with work performance.
Brenninkmeijer & Hekkert-Koning (2015). Empirical paper. Survey applying the Tims et al. (2012) job crafting scale	383 candidates from the pharmaceutical, medi-tech, food and healthcare sectors Individual	The authors examined the relationships between regulatory focus, job crafting, work engagement and perceived employability. <ul style="list-style-type: none"> • Results indicate a positive relationship between work engagement and crafting resources but not challenging demands; a negative association between crafting hindering demands and work engagement; crafting resources was positively associated with perceived employability, but crafting challenging demands were not. • Crafting hindering demands was negatively related to perceived employability. • Promotion focus is positively associate with crafting social and structural job resources and challenging job demands; however, there wasn't a negative association between crafting hindering demands and promotion focus.

Authors Type of paper ³ Methods	Sample / level of analysis	Relationships examined / findings
Petrou, Demerouti, Peeters, Schaufeli & Hetland (2015) Empirical paper. Survey applying the daily crafting scale adapted by Petrou et al. (2012)	Study 1 - 583 Dutch civil servants Study 2 – 81 workers from different organisations in the Netherlands Individual	In study 1, the authors examined the relationships between job crafting, promotion and prevention focus through a cross-sectional study <ul style="list-style-type: none"> • The authors found prevention focus positively related to reducing demands, promotion focus to seeking challenges and resources. In study 2, the authors examined these relationships through a weekly study. <ul style="list-style-type: none"> • The authors found week-level prevention focus positively related to week-level reducing demands, and also to week-level seeking resources. Week-level promotion focus was positively related to week-level seeking challenges and resources.
Tims Bakker & Derks (2015a). Empirical paper. Survey applying a sub-scale of the Tims et al. (2012) job crafting scale	206 workers, comprising 103 dyads of co-workers from various organisations in the banking, architectural, social services, retail, financial services, commerce and business services sectors Individual	The authors examined the effects of job crafting undertaken by an individual on the wellbeing of their work partner. Relationships examined comprised workload, conflict, burnout, task dependence and decreasing hindering demands. <ul style="list-style-type: none"> • The authors found that a reduction in hindering demands by one party tended to lead to an increased workload in the other, partner exhaustion and disengagement and higher conflict with each other.

Authors Type of paper ³ Methods	Sample / level of analysis	Relationships examined / findings
Tims Bakker & Derks (2015b) Empirical paper. Survey applying the Tims et al. (2012) job crafting scale	Employees in a chemical plant in the Netherlands. 564 employees at time period 1., 468 at time period 2, and 477 at time period 3. Individual (longitudinal)	<p>The authors examined job crafting intentions (time-period 1), actual job crafting (time period 2) and the relationship between job crafting, work engagement and job performance (time period 3).</p> <ul style="list-style-type: none"> • Support was found for relationship between intended and actual job crafting between time 1 and time 2 (1 month). • Engagement at time one was related to job crafting at time 2; job crafting at time 2 (1 month) mediated the relationship between intention to craft at time 1 and work engagement in time 3 (2 months). • Work engagement in time 3 was associated with in-role performance but not extra-role performance. Crafting hindering demands had a negative effect on performance.

APPENDIX C: DATA COLLECTION PROTOCOL

A. BRIEFING NOTE AND INFORMED CONSENT

BRIEFING NOTE

Research study – job crafting and ‘boundary-spanning’ employees

1. Contacts

Rachel Nayani MBA
Research Associate Organisational
Behaviour
Norwich Business School
University of East Anglia
NR4 7TJ
r.nayani@uea.ac.uk

Kevin Daniels PhD CPsychol FBPsS
Professor of Organisational Behaviour
Norwich Business School
University of East Anglia
NR4 7TJ
kevin.daniels@uea.ac.uk

2. Background

The aim of the study is to understand the dynamics, processes and effects of employees’ informal and proactive attempts to shape their job. This is termed job crafting. The few studies that have been made to date have found that job crafting is prevalent. Job crafting has been linked to job satisfaction and performance, however, because there have been few studies, we don’t fully understand the ‘how’, ‘why’ or the effects job crafting has on others. The focus of the study is employees who work with others across organisational boundaries (boundary spanners).

2. The research project

The full study currently involves interviews with 20 participants from nine differing organisational and ‘boundary-spanning’ contexts. This spread enables the study team to explore contextual similarities and differences in the ways employees shape their jobs when they work with others outside their immediate work area.

3. The study process

The full study commenced in November 2013 and will run until April 2015. The study comprises an hour long interview with each participant, every 6-8 weeks, over a six-month period. The topic of the interviews will require participants to share their perceptions of their work and the ways they have shaped their job. This involves exploring areas that require participant reflection.

4. Allied project on job crafting and network effectiveness

Allied to this study, and utilising the interview data, the research team will also examine how employees in inter-organisational networks engage in collaborative and cooperative action to develop the capabilities needed to support strategic sector requirements. The aim being to develop a diagnostic

toolkit to inform and support employees involved in inter-organisational working. This tool will be shared with all participants.

4. Funding

This pilot study has received funding and support from the UEA Higher Education Innovation Fund, the British Academy of Management and the British Academy/Leverhulme Trust.

5. Ethical approval

The study meets the requirements for full ethical approval from the UEA Ethics Committee. All data will be confidential and we will abide by the principles of informed consent. The project aims to generate publications for scientific journals and a case for future funding proposals. The participants and organisations involved will remain anonymous in any publications.

6. The Research Team

Rachel Nayani is a Research Associate in Organisational Behaviour at the University of East Anglia's Norwich Business School. Prior to joining academia, Rachel spent over 18 years' supporting organisations in the 'people' aspects of their change programmes to effect behavioural change and support effective implementation for FTSE 250 companies, firstly as an internal consultant with central government then with Ernst & Young/Capgemini.

Rachel holds a Masters in Business Administration at Cranfield School of Management (1998) and a first class degree in Management Sciences. Rachel's academic interests involve: employee proactivity at work, capability development and group processes. She is working on a number of academic research projects whilst undertaking a PhD in aspects of employee behaviour.

Kevin Daniels is Professor of Organisational Behaviour at the University of East Anglia. Immediately before joining UEA, Kevin was a Professor in Loughborough University's School of Business and Economics (2003-2012), where he was Director of Research (2004-2009). Kevin is a Fellow of the British Psychological Society and a Chartered Psychologist. From 1998-2007, he was an Associate Editor of *Journal of Occupational and Organizational Psychology*, and from 2007-2012, he was an Associate Editor of *Human Relations*. He is currently on the editorial boards of both these journals and the *Journal of Management*.

Kevin's interests broadly focus on behavioural aspects of job design, with a special focus on proactivity and self-determination at work. In the past few years, he has been principal investigator on Engineering and Physical Sciences Research Council Grants concerned with behavioural factors high hazard installation (e.g. offshore platforms) design, medical device design, and energy reduction in supply chains. He has also been co-investigator on other Engineering and Physical Sciences Research Council, Economic and Social Research Council and Health and Safety Executive funded projects.

Research Consent Form

This research is being conducted by the research team at Norwich Business School, University of East Anglia, comprising Rachel Nayani and Professor Kevin Daniels.

The aim of the study is to understand the dynamics, processes and effects of employees' informal and proactive attempts to shape their work, termed 'job crafting'.

The research requires you to participate in a series of interviews with Rachel, approximately every two months, over a six month period. Each interview should last around an hour.

The study will run from approximately October 2014 to April 2015.

The interviews will be voice recorded and transcribed; Rachel will also make notes. We will not identify you on the interview notes, transcription or the reflective log: you are assured complete confidentiality. All interview data will remain confidential to the research team, and only trends across all participants will be reported.

The data will also be used to generate publications for scientific journals. These publications will not identify either yourself or the organisation.

It is very important that once you agree to participate in the research, you make yourself available for interview. Interview dates and times will be agreed between you and Rachel, at your convenience. It is also important that you endeavour to keep a reflective log, where possible.

If you would like any further information at any stage of the research please do not hesitate to contact Rachel Nayani r.nayani@uea.ac.uk, tel: 01603 593340, mobile: 07968 027869, or Kevin Daniels kevin.daniels@uea.ac.uk, tel 01603 591180.

Please retain the top part of this form and tear off the bottom part and return it to Rachel.

I confirm that I wish to take part in the research as above and understand that at any time I am free to cease participation.

Print name (BLOCK CAPITALS).....

Signature.....

Date.....

Signature.....

Date.....

Research Team member present

B. INTERVIEW GUIDES

Sponsor opening interview questions

Employees are usually given responsibilities that are part of their job, or there are parts of the job that need to be done in a certain way. But often employees also decide to do things that they don't have to, or make choices in the ways you go about their work. They shape their job and make it 'their own'. This study is about the ways employees shape their jobs, especially working with people from other organisations.

I'd like to ask a few questions about the work that this company does.

1. What are the terms of reference for inter-organisational working (what form does it take, what are the expectations of each party)
2. This research is about inter-organisational working. I'd like to understand who the key people are that you would expect your workers to deal with as part of their job
3. How do you perceive your workers go about working with people from other organisations?. [Examples]
4. How would you describe the relationships between your workers those in other organisations? [Examples]
5. What do you perceive as some of the challenges around inter-org working? Why? In what ways might your workers deal with those challenges?
6. What do you perceive is the opportunity for your workers to shape their job when the work with people in other organisations? Is this something expected or encouraged (examples).

Participant interview questions – first interview

Employees are usually given responsibilities that are part of their job, or there are parts of the job that need to be done in a certain way. But often employees also decide to do things that they don't have to, or make choices in the ways you go about their work. They shape their job and make it 'their own'. This study is about the ways employees shape their jobs, especially working with people from other organisations.

Before we start I need to know:

7. How long have you worked in this job
8. May I ask your age?
9. How long have you worked in this industry

I'd now like to understand more about you and your job

10. Tell me about your job
11. What are the main parts of your job and what does your work involve on a day to day basis
12. How would you describe yourself in your job? How do you think your team would describe you? What about people outside the team?
13. What are your personal goals for this job? How do you go about achieving them?
14. What does your job mean to you?

I'd now like to understand who you deal with in your day to day work

15. Who are the main people you deal with?
16. Are you dependent on others from outside your organisation to meet the performance requirements of the job? Who, in what ways?
 - a) How long have you worked with each other?
 - b) How often do you interact and what form does that take?
 - c) How would you describe your relationship with each other?

I'd just like to check that I have noted this correctly – *Interviewer: Review note of ties with participant before moving on.*

I'd like you to think about when you first started your job here, how you've shaped your job and made it your own (JC)

17. Can you tell me some of the things you've done to shape your job? (examples, why did you shape it this way? who else was involved)
18. How have you shaped your job in respect of the people you deal with? For example, have you instigated or built relationships, or have others instigated or built relationships with you? (examples, why did you shape it this way? who else was involved)
19. Have you worked with others to jointly shape your jobs? In what ways? (examples, why did you shape it this way? who else was involved)
20. Have you helped others to shape their jobs the way they'd like, or have others helped you to do so? (examples, why did you shape it this way? who else was involved)
21. How would you like to shape your job in future? (Why? who else would be involved)
22. Do you feel free to shape your job the way you'd like, or are there things stopping you?
23. Overall, how is your job changing? Why?

I'll interview you again in a couple of months to talk about what has happened in your job between now and then [obtain agreement]

Participant interview questions – interviews 2-4

How's work been since we last spoke?

Last time we met, you talked about the ways you've shaped your job and the ways you prefer working. How are these areas of your work progressing at the moment? (Use previous interview details and network ties as a guide and discuss each in turn)

1. Things you've done to shape each aspect of your job? (Why did you shape it this way? who else was involved)
2. How have you shaped your job in respect of the people you deal with? For example, have you instigated/built relationships, or have others instigated/built relationships with you? (examples, why did you shape it this way? who else was involved)
3. Have you worked with others to jointly shape your jobs? In what ways? (examples, why did you shape it this way? who else was involved)
4. Have you helped others to shape their jobs the way they'd like, or have others helped you to do so? (examples, why did you shape it this way? who else was involved)
5. How would you like to shape your job in future? (examples, why? who else needs to be involved)
6. Do you feel free to shape your job the way you'd like, or are there things stopping you?
7. Overall how is your job changing? why?
8. How would you describe yourself in your job? How do you think your team would describe you? What about people outside the team?
9. What are your personal goals for this job? What does your job mean to you at the moment?
10. How have you shaped your job to achieve these goals

C. ORGANISATIONAL DOCUMENTATION (TO BE OBTAINED FROM SPONSOR)

Terms of reference / contracts / modus operandi for inter-organisational working (if available); roles and responsibilities of participants – including their job descriptions (if available); and, human resources practices, for example in respect of performance management (if available)

D. OBSERVATION

- 1) Observe interactions and social exchanges between group members.
- 2) Note individual and group based decisions about work.
- 3) Note verbal and non-verbal cues about group or individual thoughts about aspects of motivation, trust and identity.
- 4) Note comments or observations in respect of intentions
- 5) Note individual and group processes, individual goals and group goals and the interpersonal exchanges around work in respect of each.

E. REFLEXIVE APPROACH

From Alvesson (2003); Nadin and Cassell, (2006)

Researcher to maintain a reflexive diary, the purpose of which is to evaluate the methodological, theoretical and analytical implications of the data gathered; feed learning into the research methods; to enable re-grounding and alignment with the research questions and framework.

The diary is completed after each interview, covering the following:

1. Risk that interview too directed by interviewer. The aim is to gain rich data, was this achieved?
2. Practical issues in respect of data gathering such as timing and completeness
3. Interviewee specific:
 - a. The non-verbal aspects of the social encounter that have not been captured on voice recorder
 - b. The style of the employee to inform subsequent interviews
 - c. Anomalies or contradictions to be raised and clarified at next interview
4. Case study specific
 - a. A reflection on individual and group processes to direct emphasis on next round of interviews
 - b. Pick up on references to others, to enable triangulation
 - c. Methodological implications – are the intended data reduction and display methods adequate?
5. Theoretical implications – review of data collected against conceptual framework.
6. Is data collected a good reflection of framework?
7. Are themes emerging that suggest re-visiting the framework?

APPENDIX D: INITIAL AND REVISED DATA CODES

A. INITIAL CODE SETS, SUB-CODES AND CODE DESCRIPTIONS

1. Job crafting code set (*from Wrzesniewski & Dutton, 2001; Berg, Wrzesniewski & Dutton, 2010*)

JCFULL-TAS (Job crafting fulfilled – task crafting): Statements in respect of participant altering aspects of their job - the scope or nature of tasks, taking on additional tasks or emphasising tasks

JCFULL-REL (Job crafting fulfilled – relational crafting): Statements in respect of participant altering aspects of their job - the extent of or nature of relationships, building relational ties or re-framing existing connections.

JCFULL-COG (Job crafting fulfilled – cognitive crafting): Statements in respect of participant's perceptions of the influence and purpose of their work; focus perceptions on specific tasks; or shift perceptions away from tasks that are disliked; or link areas of valued personal interest with aspects of work.

JCPLAN-REL (Job crafting planned – relational): Statements in respect of participant planning or wanting to alter the extent of or nature of relationships, building relational ties or re-framing existing connections.

JCPLAN-TAS (Job crafting planned – task): Statements in respect of participant planning or wanting to alter the scope or nature of tasks, taking on additional tasks or emphasising tasks.

JCADAPT-SELF (Adaptive moves to meet own job crafting): Statements in respect of participant actions to enable them to alter their task, relational boundaries of their job.

JCADAPT-PROTH (Adaptive moves to assist others' job crafting): Statements in respect of participant actions to enable others to alter their task, relational or cognitive boundaries of their job.

JCADAPT-OTH (Adaptive moves in response to others job crafting): Statements in respect of participant actions they have undertaken in response to others' altering their task, relational or cognitive boundaries of their job.

JCOPP (Perceived opportunities to job craft): Statements in respect of participant perceptions of the scope they have to alter their task, relational boundaries of their job.

CONTYP-IND (Individual job crafting): Task, relational or cognitive shaping of the job (job crafting) undertaken independently of others.

CONTYP-COLLAB (Collaborative job crafting): Task, relational or cognitive shaping of the job (job crafting) undertaken jointly with others. Examples include where changes to the job were brought about in agreement with others where they shared the same goal (typically a team goal) rather than separate goals.

2. Boundary-spanning code set *(from Ancona & Caldwell, 1992; Marrone, 2010)*

JDINT (Internal processes): Statements in respect of internal actions or responsibilities to develop strategies, coordinate workloads and manage interpersonal conflicts.

JDBS-EXTREP (Boundary spanning external representation): Statements in respect of participant actions or responsibilities directed at establishing expectations with external parties, creating conditions that protect their organisation's autonomy, and buffering their organisation from outside pressures.

JDBS-EXCHINF (Boundary-spanning exchange of information): Statements in respect of participant or colleagues' actions or responsibilities in seeking, interpreting and communicating information to and from external contacts.

JDBS-COORD (Boundary spanning coordination of tasks): Statements referring to coordination work tasks with outside connections.

3. Motivation to job craft code set *(from Ryan & Deci, 2001)*

JCMOT-AUT (Motivation to job craft – need for autonomy): Statements in respect of the participant's perception of, or desire for volition or freedom over their work.

JCMOT-REL (Motivation to job craft – need for relatedness): Statements in respect of participant's perception of, or desire for connection to others.

JCMOT-COMP (Motivation to job craft – need for competence): Statements in respect of participant's perception of, or desire for a sense of mastery or achievement.

4. Identity and meaning code set

JCID (Identity - work, organisational, professional and self): Statements in respect of how the individual identifies themselves in respect to their work, organisation and profession. Identity statements could be thought of as the labels people give themselves.

SOCID-SEL (Social identity and group dynamics, in respect of self): Statements made by participant in respect of social identity. This code should include notions of 'in-group' (we) and 'out-group' (them), and may distinguish between 'we' as favourable and 'them' as unfavourable

SOCID-OTH (Social identity and group dynamics, in respect of others): Statements made by participant in respect of others identity as part of a group.

JCMEAN (Work meaning): Statements in respect of what the participant's work means to them: for example the importance of their work to them personally, or suggestions that their work holds personal value.

5. Personal goals and work orientation code set

JCGOAL (Personal goals): Statements in respect of participant's personal work goals or desired personal outcomes at work. Statements may be long and short term, and could use phrases like: goals, aims, ambitions, or plans.

JCORIENT (Work orientation): Statements in respect of participant's view of their work: as a career, just a job, or a calling.

6. Trust reciprocity and exchanges code set

TRUINT-SEL (Trusting intentions, made by self, towards others): Statements made by participant in respect of whether they hold intentions to trust others. Examples may also refer to terms such as honesty, or explicit reference to trust

TRUINT-OTH (Perceived trusting intentions, made by others towards self): Statements made by participant in respect of perceptions of being trusted by others.

TRUBEH-SEL (Trusting behaviours, made by self): Statements made by participant about behaviours or actions they have undertaken to demonstrate their trust in others.

TRUBEH-OTH (Perceived trusting behaviours, made by others): Statements made by participants about the behaviours or actions of others that they perceive indicate that others trust in them.

UNTRUBEH-SEF (Non-trustworthy actions, made by self): Statements made by participant about behaviours or actions they have undertaken, that they state were as a result of their mistrust in others.

UNTRUBEH-OTH (Perceived non-trustworthy actions, made by others): Statements made by participants about the behaviours or actions of others that they perceive indicate others mistrust in them.

RECINT-SEL (Behaviours intended to invite reciprocity, made by self): Statements in respect of behaviours or actions that the participant undertook that invite reciprocity from others.

RECINT-OTH (Behaviours perceived to invite reciprocity, made by others): Statements in respect of behaviours or actions that others undertook that the participant perceives being made in order to invite their reciprocity.

PROSOC-SEL (Pro-social behaviours, made by self): Statements in respect of acts of goodwill without expectation of return made by the participant.

PROSOC-OTH (Pro-social behaviours, made by others): Statements in respect of acts of goodwill without expectation of return made by others.

7. Wellbeing code set

WEL-SELF (Well-being, in respect of self): Statements in respect of participant's wellbeing. Examples may refer to emotions or physical impacts (like exhaustion and sleeplessness), positive (like happiness and satisfaction) and negative (like stress, overwork, frustration)

WEL-OFOTH (Well-being in respect of others): Statements participant makes about others' wellbeing. Examples may refer to emotions or physical impacts (like exhaustion and sleeplessness), positive (like happiness and satisfaction) and negative (like stress, overwork, frustration)

B. REVISED CODE SETS, FOLLOWING REVIEW OF METHODS IN THE PRELIMINARY STUDY

1. Job crafting (subsuming sub-codes of code set 1)

Encompassing job crafting endeavours, whether planned, fulfilled, or involving adaptive moves, perceived opportunity to job craft, the type and form of crafting (subsuming all former job crafting category sub-codes). The addition of a new form of job crafting revealed through the preliminary study of Complementary job crafting,

defined as: 'Task, relational or cognitive shaping of the job (job crafting) undertaken with the cooperation of others, but were instigated by each person's own needs and preference. Each party gains something different – they may have had similar goals or aims, but they didn't have the same goal or aim.'

2. 'Reason to' job craft (subsuming sub-codes of code sets 3, 4, 5)

The reasons cases provide as to why they job craft comprising extracts in respect of motivation, work goals, work orientation, work meaning, work identity and social identity. These statements reflect the intra-personal aspects of job crafting

3. Inter-personal exchanges (subsuming sub-codes of code sets 6 and 2)

The reasoning around inter-personal exchanges with respect to boundary spanning, comprising trust, reciprocity and pro-social behaviours

4. Wellbeing (subsuming sub-codes of code set 7)

Statements made with respect to aspects of case wellbeing and the wellbeing of others.