How Does Coworker Job Crafting Affect Teammate Job Outcomes?

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Abstract

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Job crafting, the proactive changing of job demands and resources to better suit one's needs and abilities, is on the rise within the modern workplace as individuals are experiencing greater autonomy and ownership over their careers. Research shows that job crafting is not only associated with increased employee job satisfaction, well-being, and work engagement, but also improves employee adaptability to change. In addition to current labour shortages, organizations need also to adapt to increasingly challenging and unpredictable work environments. Organizations therefore stand to benefit from the outcomes of individual job crafting. While limited research has shown some possible spillover benefits for teammates, recent research has revealed possible negative consequences of this self-targeted activity on the job crafter's teammates, specifically because job crafting involves modifying tasks and relationships. In a collaborative environment, these changes risk negatively impacting teammates. The purpose of this study was therefore to examine whether coworker job crafting influences teammate job satisfaction and job stress in an interdependent work context. The results from a survey of 199 panel participants in Canada, USA, and the UK unexpectedly supported improved job satisfaction and reduced stress for teammates of coworkers who job craft. The data also supported the role of coworker social support as a mechanism by which coworker job crafting influenced teammate outcomes. These findings suggest that the effects that individual job crafting have on teammates depends on the work context. The theoretical implication indicates the importance of continued study of the effects of job crafting on others.

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Introduction

Job crafting is increasingly finding its place within the modern workplace, as it is associated with numerous benefits for the job crafter. Indeed, crafting one's job has been tied to higher employee job satisfaction, well-being, work engagement, and reduced stress (Petrou et al., 2015; Rudolph et al., 2017). Job crafting may even help employees adapt more quickly following organizational change (Petrou et al., 2017, 2018). Empirical evidence has shown that coworker job crafting and its benefits can also carry over to other teammates and is correlated with improved team adaptivity to organizational changes (Peeters et al., 2016).

First labeled in 2001, the term "job crafting" describes the proactive changes that employees make to adapt their work tasks to suit their preferences, skills, and abilities, and to find meaning and purpose within the formal boundaries of their job description (Wrzesniewski & Dutton, 2001; Zhang & Parker, 2019). These employee-initiated job changes are unique from other job behaviours as they may not be authorized by the organization or the manager (Wrzesniewski & Dutton, 2001). For example, employees may seek to add challenges in their specific domain(s) of interest while reducing job demands, such as tasks and interactions, that they perceive to be less relevant to their work. Among them might be a customer service representative with a flair for teaching who finds ways to indulge her interests by coaching fellow reps with tips for dealing with difficult customers. Alternatively, an office manager who prefers not to deal with demanding employees may attempt to minimize interactions with them by reducing his own accessibility.

In recent times, business publications such as Forbes and Harvard Business Review have popularized job crafting as a way for individuals to reinvent their current jobs, rekindle their engagement, and create the job that they truly want (Kelly, 2022). This adoption of job crafting has been aided by the global shift towards remote work arrangements, by which employees are experiencing unprecedented autonomy to make their own work-related decisions than previously allowed (Grant & Parker, 2009). Coupled with the steady rise in protean and boundaryless career attitudes, job crafting is becoming more widespread as employees are prioritizing their own career goals, sometimes even over organizational goals (Kundi et al., 2021). Job crafting stands in contrast with other forms of proactive employee-initiated behaviors because the purpose of job crafting is to directly benefit the individual job crafter. Other types of proactive employee actions such as organizational citizenship behavior, are focused instead on benefiting others and the

organization through helping behaviors, organizational loyalty and compliance, and even self-development (Podsakoff et al., 2000). Although job crafting is becoming more prominent within the workplace, scholars still know very little about how individual job crafting affects others within an organization. Limited studies have shown that when coworkers engage in job crafting behaviors, their teammates may benefit by learning to job craft by copying the behaviors modeled by their coworkers (Demerouti & Peeters, 2018; Peeters et al., 2016). As teammates engage in job crafting behaviors, they too can reap the benefits associated with job crafting.

However, regarding individual job crafting in a highly collaborative work environment, researchers have recently suggested that a job crafter's behaviors may have unintended consequences for fellow employees (Tims et al., 2022). As organizations shift towards flatter, more collaborative management structures to adapt to increasingly unpredictable and complex environments, individuals and teams will be forced into greater interdependence (Burton et al., 2020; Petrou et al., 2017). Since job crafting occurs within the organizational and social context, some scholars have suggested that this interdependence among teams may limit the job crafter due to its potentially undesirable consequences on teammates (Grant & Parker, 2009; Tims & Parker, 2020). In a study examining interdependent coworker (actor-partner) dyads, when the actor job crafted to reduce their hindering job demands, it was associated with increased workload, conflict, and eventually burnout for the partner (Tims et al., 2015). Thus, scholars have pointed out a pressing need for broader investigation of how individual job crafting could have potentially undesirable outcomes in a team or interdependent setting (Tims & Parker, 2020). These negative outcomes may be occurring because job crafting is geared towards satisfying self-targeted needs rather than organizational or teammate interests (Bakker & Oerlemans, 2019). These dichotomous findings on how individual job crafting affects teammates indicate a need to investigate boundary conditions, such as work interdependence, that may be influencing negative outcomes on teammates.

In this study, I build on conservation of resource (COR) theory and job demands-resource (JD-R) theory to investigate job crafting in the context of working with teammates (Bakker et al., 2014; Courtright et al., 2015). To answer the call for more research on the impacts of job crafting beyond the job crafter and their point of view, I examine job crafting from the previously ignored perspective of teammates (Tims et al., 2022). I propose that since job crafting often does not occur in isolation, interdependent teammates may feel that a job crafting coworker is less

supportive when the coworker prioritizes their job crafting interests over the team's mutually dependent work. A daily diary study of job crafting individuals found that certain forms of job crafting were associated with energy depletion for the job crafter, which implies fewer personal resources to support teammates (Bakker & Oerlemans, 2019). From a conservation of resources (COR) viewpoint, coworker social support is considered a job resource (Jolly et al., 2021). Furthermore, diminishing job resources tend to be associated with lower job satisfaction and greater job stress (De Clercq et al., 2020; Ducharme & Martin, 2000). Taking this theory into consideration, my study proposed that high work interdependence may be an important boundary condition that may help explain when job crafting may have a beneficial or detrimental effect on teammates. As the job crafting activities consume the coworker's personal resources (e.g., time, energy, and attention), it may reduce their capacity to provide social support to teammates. Hence, I theorized that coworker social support was a mechanism by which coworker job crafting can indirectly influence the job outcomes of teammates.

Although there has been a recent surge in academic research on job crafting, two critical areas of knowledge remain relatively unexplored. First, as previously stated, the predominant focus has been on the positive and negative outcomes of job crafting on the individual, while the impact of job crafting on others in the workplace has been neglected (Lazazzara et al., 2020). Even though job crafting occurs within the wider organizational social context, still little is known about how job crafting impacts others (i.e., supervisors and coworkers) within the workplace (Tims & Parker, 2020). With the prevalence of job crafting, an ignorance of possible disadvantages may result in harm that offsets its benefits. For example, Dong et al. (2022) reported that high levels of coworker job crafting were associated with negative responses from teammates towards the job crafting. As scholars move beyond antecedents and outcomes to examine the boundary conditions of what constitutes beneficial job crafting, insights generated from examining the "dark side" of job crafting may be valuable mitigators of these negative effects (Fong et al., 2021). As flatter organizations require greater interdependence among teams, the impact of job crafting on others should not be ignored (Tims & Parker, 2020). Even though scholars have recently begun examining the potential negative consequences of job crafting on supervisors (e.g., Fong et al., 2021) and coworkers (Dong et al., 2022; Fong et al., 2022) the mechanisms of these consequences remain yet to be uncovered. These recent studies showing antagonistic responses and behaviors from teammates and conflict towards coworker job crafting

evidence the urgent need for more research on how job crafting may negatively impact others (Dong et al., 2022; Fong et al., 2022).

Second, because most job crafting research has ignored the impact of individual job crafting on others, it follows that few studies have examined job crafting beyond the perspective of the individual job crafter to include the perspectives of others (e.g., supervisors and teammates) (Fong et al., 2021; Kim et al., 2018). This omission is likely due to the self-targeted nature of job crafting (Bruning & Campion, 2018; Zhang & Parker, 2019). As scholars have gradually begun taking the perspective of supervisors and teammates into consideration, they have found evidence of a positive correlation between the self-rated individual job crafting behaviors and observed job crafting behaviors as rated by others (Rofcanin et al., 2019). This finding supports the examination of an individual's job crafting from the perspective of others since the job crafting behaviours can be correctly identified by others. As such, it also facilitates my study of how perceived coworker job crafting affects teammate job outcomes through the teammate's perspective.

To further elucidate the conditions in which job crafting may benefit or harm others, this study draws upon interdependence theory (Courtright et al., 2015). Although work interdependence has been suggested as a potential moderator between individual job crafting and work outcomes, the limited research conducted in this area has yielded mixed results (Dust & Tims, 2020; Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001). My study specifically focused on *structural* interdependence (Courtright et al., 2015) which refers to team *task* and *goal* interdependence rather than *social* interdependence, which describes the interpersonal processes between an actor and partner (Rusbult & Van Lange, 2003). My study set out to understand job crafting from the perspective of teammates and asks: How is the relationship between coworker job crafting and coworker social support dependent on the level of task and goal interdependence within a team? Also, how does this affect teammate job satisfaction and stress? To answer these questions, I conducted a quantitative study of job crafting from a teammate's perspective, whereby participants identified a coworker and subjectively rated the coworker's job crafting and social support. The participants also rated the level of task and goal interdependence between them and the coworker and rated their own level of job satisfaction and job stress. The research model for my study is described in Figure 1.

My study advances the job crafting and interdependence literature in several ways. First, by taking the perspective of teammates in response to a coworker's job crafting, my study expands the typical scope of analysis and thus, provides new insights to job crafting theory. There is limited research on the impact of job crafting on interdependent teammates, so my research provides evidence that job crafting should be more holistically examined from an interdependence perspective (Tims & Parker, 2020). Second, clarifying boundary conditions that can limit the benefits of job crafting may help identify when job crafting has a dysfunctional rather than beneficial impact on the job outcomes of teammates (i.e., the job satisfaction and stress). While previous studies have found that different types of job crafting may help or harm teammates, the findings have been inconsistent, which suggests that individual boundary conditions require further investigation (Zhang & Parker, 2019). Third, empirically examining task- and goal-based interdependence separately may help determine whether each might have differing conditional effects, while resolving certain mixed findings from previous studies that did not look at these variables individually (Courtright et al., 2015). Prior empirical job crafting studies had either employed task interdependence as a control variable, failed to distinguish between task- and goal-based interdependence, or had excluded goal interdependence altogether, possibly explain the inconsistent interpretation of how these variables influence job crafting outcomes (Dong et al., 2022; Dust & Tims, 2020; Niessen et al., 2016). Lastly, this study elaborates on an alternative mechanism by which a coworker's job crafting may affect the well-being of peers. In this case, Dong et al. (2022) had shown that coworker job crafting was associated with negative reactions from peers due to a feeling of relative depravation when comparing themselves with a job crafter. They suggested that, in shared resource environments, peers may feel threatened by a perceived unfair consumption of resources by job crafting coworkers. Since job resources may play a critical role in how coworker job crafting can impact teammates, I examined the resource of coworker social support as a possible mechanism. Under boundary conditions where resources are reduced, teammates may experience negative outcomes when coworkers job craft.

From the practical perspective, my study also provides useful managerial applications. In the context of historical labor shortages, the need to create and maintain meaningful workplace experiences that contribute to employee job satisfaction and well-being is of immediate and paramount importance (de Smet et al., 2021). Job crafting benefits the job crafter, but whether it

helps or harms teammates is not yet fully understood. Awareness of the advantages, drawbacks, and dysfunctions of job crafting will allow managers to know when to encourage crafting and when to intervene to limit any potential negative consequences. Hence, understanding the conditions under which job crafting has detrimental effects on teammates provides beneficial knowledge for employees, managers, and the organization as a whole.

Theoretical Background

Job Crafting and the Job Demands-Resources Theory

This study focuses on the Job Demands-Resource model of job crafting proposed by Tims and Bakker (2010) however, Wrzesniewski and Dutton (2001) first introduced the term "job crafting" to describe the "the physical and cognitive changes individuals make in the task or relational boundaries of their work" (p.179). The motivation for individuals to initiate these job design changes stems from their need for greater control over their work, for developing a sense of identity, and for connecting with others. The three main ways that employees could alter their work are through *task crafting*—changing the number, type, and scope of their tasks; *cognitive crafting*—changing the way they perceive their work*;* and *relational crafting*—changing the types of relationships they engage in to find greater meaning and work identity (Wrzesniewski & Dutton, 2001). Thus, individuals could customize their jobs to suit their own preferences through job crafting. Building upon these job crafting concepts, Tims and Bakker (2010) defined an alternate job crafting model framed within the job demands-resource theory (JD-R). The JD-R model is a job stress theory where *job demands* are job aspects that involve physiological and psychological costs on the individual because they require the individual's physical, emotional, and mental sustained effort (Demerouti et al., 2001). *Job resources*, on the other hand, are the job aspects that aid goal attainment, help meet the various physical, emotional, and mental costs of job demands and support growth and development in one's job (Bakker & Demerouti, 2007; Demerouti et al., 2001). Job stress happens as an employee reaction to stressor events such as having insufficient job resources to meet job demands, resulting in negative outcomes for the employee (Demerouti et al., 2001). In this model of job crafting, the motivation to job craft stems from the employee's need to improve their person-job fit and work motivation by balancing their job resources and demands. This job crafting behavior focuses on the employee's own preferences, which differs from proactive behaviors that are normally targeted at improving

work performance and organizational effectiveness (Tims et al., 2012). Employees who achieve better person-job fit and motivation by optimizing their job resources to meet their job demands experience greater well-being in the form of job satisfaction and work engagement (Demerouti, 2014; Tims et al., 2016). In this regard, job crafting directly benefits the employee but may only indirectly benefit the organization.

Job resources can be increased through *crafting structural resources* (e.g., developing one's capabilities, learning new things at work, and using one's capacities to the fullest) and through *crafting social resources* (e.g., asking supervisors for coaching and asking others for feedback and advice) (Tims et al., 2012, p. 177). An example of crafting structural resources could be a marketing specialist proactively seeking out and signing up for webinars to learn more about marketing-related topics. Crafting social resources could be achieved by an employee proactively scheduling a one-on-one meeting with their manager to discuss their career and ask for job feedback outside of the annual employee evaluations. Job demands can be increased by seeking out *challenging demands* (e.g., volunteering for new projects and opportunities and conducting extra-role behaviors); or reduced by avoiding *hindering demands* (e.g., reducing tasks that are mentally and emotionally demanding or avoiding difficult people or decisions at work) (Tims et al., 2012, p. 177). An example of crafting challenging job demands could be a more experienced sales executive volunteering to put together a workshop to teach fellow sales executives useful sales skills and techniques. Decreasing hindering job demands, for instance, could be a project manager assigning tasks to an agreeable team member rather than a difficult team member to reduce the emotional strain on themselves when working on the project. Among the job crafting dimensions, increasing structural and social resources as well as challenging demands are generally associated with positive outcomes for the job crafter (Bruning & Campion, 2018). However, studies carried out globally have found that there are instances where diminishing hindering demands may have positive, mixed or negative outcomes on the job crafter (Demerouti et al., 2020; Petrou et al., 2015, 2017). For example, positive outcomes of decreasing hindering demands were found in a two-week daily diary study of Chinese medical lab employees who were evaluated by managers as demonstrating greater creativity when employees included reducing hindering job demands as part of their job crafting strategy (Sun et al., 2020). Alternatively, mixed results were reported by Petrou et al. (2017) when investigating the role of reducing hindering demands within two organizations undergoing change. In a Dutch

organization experiencing regular change, decreasing hindering demands was not associated with work exhaustion for employees; but in a Greek organization undergoing cutback-related changes, reducing hindering demands was positively associated with employee exhaustion and negatively associated with work engagement (Petrou et al., 2017). Finally, the negative outcomes correlated with decreasing hindering demands was evidenced in a recent meta-analysis. The study revealed that the four dimensions were correlated but were also associated with differing antecedents and outcomes, where reducing hindering demands was associated with passive and reactive attitudes while the other three dimensions were proactive in their motivation (Lazazzara et al., 2020). Although some scholars have examined the job crafting dimensions individually, more research is still needed before excluding the dimension of decreasing hindering demands from the overall job crafting construct. In support of this argument, a two-day job crafting survey by Makikangas (2018) of 131 Finnish healthcare workers found that 94% of job crafters were actively engaged in all four job crafting strategies for an overall positive relationship on work engagement. Comparatively, the other 6% of the sample participated mainly in lower levels of reducing hindering demands crafting with minimal levels of other job crafting dimensions. Therefore, in line with recent job crafting research, I focused on the overall JD-R job crafting construct which included all four job crafting dimensions (Tims & Bakker, 2010).

Conservation of Resources Theory

I employ the conservation of resources (COR) theory as an overarching conceptual framework for this study. COR theory is a motivational and resource-based theory developed by Hobfoll (1989) to understand stress as a reaction to resource loss. The central premise of this theory is that individuals are motivated to preserve and accumulate resources because they are valuable and to hedge against potential or actual resource loss (Hobfoll, 2001). Resources can be defined as anything perceived to be valuable in aiding goal attainment and thus, may vary between individuals depending on their circumstances (Halbesleben et al., 2014). In an organizational setting, resources for employees may include support in the form of organizational, supervisor, or coworker social support (Halbesleben et al., 2014). COR theory postulates that an individual will experience stress if they perceive a threat of loss to their resources, are exposed to actual resource loss, or are unable to accumulate enough resources after expending resources (Hobfoll, 2001). The first principle of COR theory is the Primacy of Loss,

which holds that individuals will feel the negative impact of resource loss to a much greater extent than they will the positive impact of resource gains (Hobfoll, 2001). This principle is consistent with JD-R theory which maintains that stress occurs when job resources are insufficient to meet job demands, which are associated with physiological and psychological costs (Demerouti et al., 2001). Applying COR theory to this study, it implies that having existing coworker social support may be considered helpful; but the reduction or loss of it may be perceived as disproportionately harmful. As job crafting requires supplementary effort, it may be related to energy depletion for the job crafter (Bakker & Oerlemans, 2019), which means that a job crafting coworker may have fewer personal resources left over for supporting others. This diminished social support may be experienced by others as a resource loss and may have a negative impact on others. The second principle of COR theory is Resource Investment, which holds that individuals are motivated to acquire resources by investing resources as they are valuable for goal attainment, to insure against potential losses, and to recover from resource losses (Halbesleben et al., 2014). According to Hobfoll (2001), this puts individuals who have already sufficient resources at an advantage when it comes to further resource gain. From this perspective, a job crafter would be motivated to accumulate resources to achieve better person-fit and motivation, but also to meet the demands stemming from their job-crafting activities.

Interdependence Theory

Job crafting theorists (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001) have suggested that the extent to which job crafting can be done in a work setting is contingent on the level of interdependence with others. The greater the dependence that others have on the job crafter, the less freedom they have to engage in job crafting, because doing so may negatively impact dependent others (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001).

Interdependence consists of *structural* interdependence, which describes the tasks, goals, rewards, and feedback that a team shares and depend on each other to achieve; and *behavioral* interdependence, which refers to the relational interactions between team members (i.e., teamwork) (Courtright et al., 2015). In my study, I looked specifically at the task and goal components of structural interdependence (Courtright et al., 2015). The level of interdependence can be modified by the team or managers to be lower or higher depending on how they choose to structure team tasks and goals. Task interdependence can be defined as the "degree to which task

work is designed so that members depend upon one another for access to critical resources and create workflows that require coordinated action" (Courtright et al., 2015, p. 1829). High task interdependence requires task-focused team functioning with recurring, instrumental interactions between team members; in contrast, high goal interdependence encourages the development of relational team functioning and prosocial behaviors (Courtright et al., 2015). With high task interdependence, Langfred (2005) found that teams performed better when individual autonomy was low; but teams with low task interdependence performed better when individual autonomy was high. This means that high task interdependence requires individuals to focus more on working together (task-focused functioning) rather than pursuing their own individual interests (Langfred, 2005). In the context of coworker job crafting, a high level of task interdependence may require that the individual give up their own crafting initiatives and expend their resources supporting dependent team members. However, if the coworker persists in prioritizing their own job crafting activities over highly interdependent team tasks, teammates may be blocked from completing their tasks due to lack of coworker social support. Under these conditions, it may lead to increased job stress for the team members according to COR and JD-R theory because of resource loss or insufficient resources to fulfill job demands.

On the other hand, goal interdependence refers to the "interconnectedness in terms of framing performance expectations such that goals are framed at the group (vs. individual) level" (Courtright et al., 2015, p. 1828). Meta-analytic data supports the finding that goal interdependence is correlated with greater social cohesion between team members and supportive interpersonal relationships that task interdependence (Courtright et al., 2015). In a team with high goal interdependence, a job crafting coworker may be less inclined to focus on their own job crafting activities over the needs of the team because of the social cohesion and interpersonal relationships. Because task and goal interdependence may be independent yet correlated, in this study, I examined them separately. This followed the recommendations of Van Der Vegt et al. (1998) and Courtright (2015) who called for more research looking at the subdimensions of task and outcome (e.g., goal) interdependence to reveal how they function.

Literature Review & Hypothesis Development

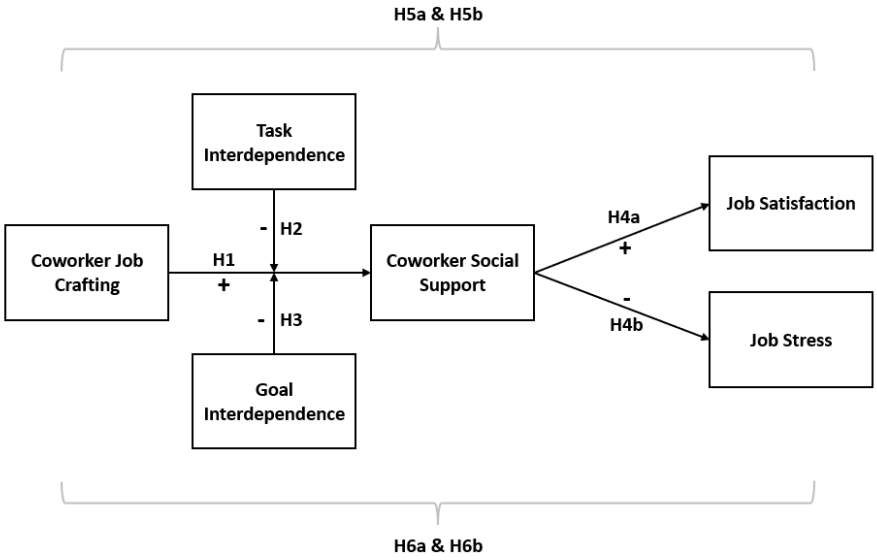
As workplace collaboration and interdependence increases, research on job crafting cannot remain narrowly focused on only the job crafter and their individual outcomes. It necessitates the inclusion of the perspectives of others whose work might be positively or

negatively affected by the job crafter's behaviors (Tims et al., 2015). Only recently have scholars begun investigating beyond the individual perspective of job crafting to include the perspective of supervisors (Fong et al., 2021) and other colleagues (Dong et al., 2022; Fong et al., 2022). Job crafting was previously believed to be unnoticeable but recent studies have evidenced a positive correlation between an individual's self-rated job crafting with those rated by others (Fong et al., 2021; Rofcanin et al., 2019). This indicates that individual job crafting behaviours can be rightly perceived by others contrary to earlier assumptions suggesting that managers would not notice job crafting behaviors (Wrzesniewski & Dutton, 2001). Examining supervisor reactions to employee job crafting, Fong et al. (2021) recruited supervisor-employee dyads in which the supervisors rated their subordinate's job crafting and the amount of social support they demonstrated to the employee. The results suggested that whereas other forms of job crafting slightly mitigated negative reactions, reducing hindering demands was the most visible and were associated with strong negative reactions from supervisors. Additionally, supervisors perceived elevated levels of employee job crafting as being more destructive and reported decreased social support for those employees. These findings support the argument that job crafting research must include the perspective of others and that ignoring the potential impact job crafting can have on others may result in inadvertently detrimental outcomes for both the job crafter and those around them. Similarly, Dong et al., (2022) examined job crafting from a team member's perspective to see how they would react to collectively observed job crafting behaviors. The results showed that coworker crafting was associated with reduced employee prosocial behavior and increased employee social undermining behaviors towards the job crafters. These outcomes were mediated by feelings of relative deprivation (by comparison with others in terms of having resources) and moderated by a zero-sum mindset (i.e., one's gain is another person's loss). Interpreting from the perspective of COR and JD-R theory, these results suggest that the team members felt threatened by a potential or actual loss of resources when compared with job crafting coworkers who were increasing resources perhaps at their expense (Demerouti et al., 2001; Hobfoll, 2001). This study (Dong et al., 2022) also supports the importance and necessity of understanding job crafting from the perspective of others including teammates, as there may be direct consequences on them and their job crafting coworkers. Their findings also highlight the possible intervening role that resources might play in the colleague reactions, and the need to examine contextual factors of work interdependence (Dong et al., 2022). Nevertheless, the generalizability of the study by

Dong et al. (2022) may be somewhat limited because it was conducted in an Asian cultural context characterized by high collectivism. In collectivist cultures, the expectation is that individuals prioritize group goals and maintain harmonious relationships (Triandis, 2001). In contrast, individualistic cultures prioritize individual autonomy and personal goals over that of the group (Triandis, 2001). Applying this concept, it is possible that the team members viewed individualistic job crafting behaviors of coworkers as nonconforming to cultural and work norms. To address this limitation, the authors recommended the investigation of samples from other countries and cultural backgrounds (Dong et al., 2022). My study acknowledged the recommendation made by Dong et al. (2022) by recruiting participants from western countries which are characterized by high individualism (e.g., Canada, United States, and the United Kingdom) to test the generalizability of their findings under different cultural settings (*Hofstede Insights*, 2022). Perhaps another limitation of this study was that Dong et al. (2022) did not survey coworker dyads; instead, they recruited employees to rate their own job crafting and one month later, rate their overall reactions, a method which may have introduced confounding factors. In this case, it would have been difficult to distinguish whether the negative reactions were solely in response to coworker job crafting or were also influenced by self-rated job crafting. In my study, I avoided this issue of self-rated job crafting by having participants identify a coworker with whom they regularly work with and rate the observed coworker job crafting behaviors. Continuing to build on the work of Dong et al. (2022), I postulated that job resources play a role in influencing how coworker job crafting impacts teammate job satisfaction and job stress. My research model is described in Figure 1.

Figure 1

Research Model Showing the Hypothesized Relationships and Their Expected Directions (Positive/Negative)



Direct Effects of Coworker Job Crafting on Job Satisfaction and Job Stress

Job crafting is a form of proactive behavior and studies have shown that individuals with proactive personalities are more likely to job craft (Bakker et al., 2012; Tims et al., 2012). The effects that proactive behaviors have on others depend on whether the behaviors are perceived as helpful or harmful (Dust & Tims, 2020; Ghitulescu, 2018). A job crafter who is proactively taking on challenges and building relationships with supervisors and coworkers is likely to be perceived as being helpful by their teammates (Bakker et al., 2016). Even though job crafting to reduce hindering demands tends to have mixed impacts on others and the job crafter, job crafting is predominantly associated with positive work behaviors including increasing challenging demands and resources rather than decreasing hindering demands (Mäkikangas, 2018; Rudolph et al., 2017). For instance, studies have shown that job crafting behaviors (seeking challenges and resources) can be copied by other team members so they can also experience the benefits of job crafting (Peeters et al., 2016). In this way, a job crafting coworker may be perceived as being helpful and supportive in modeling to teammates how to job craft and access its benefits. Teammates who learn how to acquire more social and structural resources via job crafting, consistent with JD-R theory, will likewise experience better job satisfaction and reduced job stress (Lichtenthaler & Fischbach, 2019). From job crafting crossover studies, teammates who learned to job craft were better able to adapt to daily work changes because they were better able

to seek out job resources (Peeters et al., 2016). Also, the ability to adapt to changes via job crafting is associated with better work engagement (job satisfaction) and decreased work stress (Demerouti et al., 2020). Furthermore, a job crafter who is seeking out additional challenges at work and building relationships may be helping with reducing work demands and generating more social resources for their teammates. Thus, from a JD-R perspective, having a job crafting coworker would imply that a teammate needs to consume less of their own resources to meet job demands.

> *Hypothesis 1*: Coworker job crafting is positively related to job satisfaction and negatively related to job stress.

Direct Effects of Coworker Job Crafting on Coworker Social Support

Social support can be generally defined as the "psychological or material resources that are provided to a focal individual by partners in some form of social relationship" (Jolly et al., 2021, p. 229). Social support can be categorized by form (actual behaviors or perceived), by category (emotional, instrumental, informational, or appraisal), and by source (family, supervisor, or coworkers) with each type of support being associated with different antecedents and outcomes (Jolly et al., 2021). One of the job crafting dimensions is increasing social resources. From a COR perspective, resources are gained by investing resources (Hobfoll, 2001). It follows that a job crafter seeking to increase social resources would need to invest social resources in teammates to cultivate and receive future social resources in return. This investment by the job crafter in others could be perceived by teammates as social support. Hence, I proposed that job crafting would be positively related to coworker social support (Halbesleben & Wheeler, 2015). According to COR and JD-R theory, coworker social support is considered an important job resource by teammates because it consists of coworkers providing psychological or material resources or helping with demands (Halbesleben & Wheeler, 2015; Jolly et al., 2021). An example of how a job crafter can provide coworker social support may be by showing personal interest (i.e., crafting social resources), helping get a job done, or assisting with work problems (i.e., crafting challenging demands) (Ducharme & Martin, 2000). Based on COR and JD-R theory, a positive relationship could exist between coworker job crafting and coworker social support. Taking the preceding theory and findings, I proposed the following relationship:

> *Hypothesis 2:* Coworker job crafting is positively related to coworker social support.

Direct Effects of Coworker Social Support on Job Satisfaction and Job Stress

A meta-analysis of the organizational literature evidenced a positive and direct relationship between coworker social support and job satisfaction among other positive work attitudes (Chiaburu & Harrison, 2008). Job satisfaction can be defined as the "pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values" (Locke, 1969, p. 319). Employee job satisfaction is an important organizational outcome because it is a proximal positive predictor of job turnover, meaning that employees who are experiencing low job satisfaction are more likely to leave their jobs (Griffeth et al., 2000). Numerous studies support the positive relationship between coworker social support and job satisfaction. Baruch-Feldman et al. (2002) examined how coworker social support affected the job outcomes of New York City traffic enforcement agents who were often in high interpersonal conflict situations and found a positive relationship between coworker social support and job satisfaction and a negative relationship with burnout. Similarly, in a large representative sample of National Employee Survey (NES) of full-time employees, Ducharme & Martin (2000) found a strong relationship between reported coworker social support and job satisfaction. The coworker social support construct is made up of affective and instrumental support with instrumental support being marginally more beneficial than affective support; however, both forms of coworker social support complement each other and are not interchangeable (Ducharme & Martin, 2000). Taking the evidence into consideration, I proposed that coworker social support is positively related to a teammate's job satisfaction. One consistent weakness identified in the social support literature by Jolly et al. (2021) was that researchers neither matched the type of social support with the type of job demands nor did they evaluate whether the social support measures fit the theoretical framework. Acknowledging their recommendations, I measured the affective and instrumental forms of coworker social support to fit with the JD-R model of job crafting.

Employee job stress is another important organizational outcome. Stress over an extended period leads to employee burnout, which is a state of emotional exhaustion, cynicism, and disengagement at work and ultimately results in a loss of productivity for the organization (Demerouti et al., 2001; Petrou et al., 2012). In COR theory, job stress occurs when key resources are either threatened with loss or are lost (Hobfoll, 2001) and in JD-R theory, stress occurs when job resources are insufficient to meet job demands (Demerouti et al., 2001).

Therefore, coworker social support would be expected to be negatively related to job stress because it is a job resource and helps buffer job demands (Jolly et al., 2021). Since job satisfaction and job stress are important organizational outcomes when it comes to employee retention and productivity, it warrants understanding whether they can be influenced by coworker job crafting. Taking the preceding theoretical and empirical arguments together, I proposed the following hypotheses:

> *Hypothesis 3*: Coworker social support is a) positively related to job satisfaction and b) negatively related to job stress.

The Boundary Effects of Task and Goal Interdependence

Spurred on by recent findings on the negative effects of job crafting on others, scholars have called for more research on boundary conditions to determine when these outcomes occur and when they can be avoided (Fong et al., 2022; Tims et al., 2022). Interdependence may be a boundary condition that helps explain the dichotomy between the beneficial and detrimental consequences of job crafting on the job crafters and their teammates. However, empirical studies integrating job crafting and task interdependence have been limited and the studies show inconclusive results (Niessen et al., 2016). For example, Dong et al. (2022) examined team member reactions to job crafting while controlling for high task interdependence. They found that task interdependence was associated with diminished team member prosocial behaviors and increased undermining behaviors. However, since they did not evaluate task and goal interdependence as variables, the effect that interdependence has on job crafting is only partially understood (Courtright et al., 2015). Niessen et al. (2016) sought to determine whether work characteristics like task interdependence predicted job crafting among German workers, but they did not find any conclusive evidence supporting relationship. However, they postulated that task interdependence could be a boundary condition influencing job crafting behaviors, which remains to be tested empirically (Niessen et al., 2016). Similarly, Leana et al. (2009) looked at task interdependence among early child care educators as a predictor of job crafting types. They found a positive relationship between higher levels of task interdependence and "collaborative crafting", where a group of employees decide together how to craft their work, but a negative relationship with individual job crafting. Leana et al.'s (2009) findings suggest that in a highly interdependent team, a job crafter may be limited in their ability to craft towards their own needs,

goals, and preferences as it may impact others on the team (Tims & Bakker, 2010). It is also plausible that higher levels of job crafting may occur in task areas that have less interdependence as task interdependence varies within teams and within individuals (Niessen et al., 2016). To resolve these inconclusive findings, I proposed instead that task and goal interdependence are contextual variables moderating the relationship between coworker job crafting and coworker social support which affects teammate outcomes. Specifically, under low interdependence situations, where two coworkers do not have much task and goal overlap, job crafting is positively associated with coworker social support. Under conditions of high interdependence, I further proposed that this positive relationship weakens because teammates are more dependent on each other and more sensitive to changes in resources such as coworker social support. Thus, coworker job crafting, shown by Bakker and Oerlemeans (2019) to consume personal resources, leaves the coworker fewer resources to provide teammates. According to COR theory, providing support for teammates could be considered a resource drain (Hobfoll, 2001). Consequently, a job crafter may prefer to preserve their personal resources for achieving their own objectives. For interdependent teammates, the loss of this coworker's support may mean that there are insufficient resources to meet existing job demands, ultimately resulting in stress, according to JD-R theory (Demerouti et al., 2001). In the previously described job crafting example, the sales executive who is spending time preparing the sales workshop may not have additional resources to help teammates with other tasks. Furthermore, coworker job crafting may cause stress for teammates in other ways such as increasing the job demands for teammates. For instance, in a study of 103 coworker dyads, Tims et al. (2015) found that when an actor job crafted to decrease their hindering demands, it was positively associated with increased conflict between the two employees and increased workload and burnout for the partner. Consistent with COR and JD-R theories, when the job-crafting coworker decreases their hindering demands, team members sharing interdependent tasks or goals consume their own valuable resources to meet those extra demands. Team members may experience increased stress due to resource loss and insufficient resources to meet demands.

Additional evidence supporting this weakening effect is research showing that under low task visibility conditions, social loafing increases when task interdependence increases (Liden et al., 2004). In their study of employees from manufacturing firms, Liden et al. (2004) found that task interdependence was correlated with social loafing when employees perceived their

contributions to be indistinguishable from the team's contributions. This implies that even under high task interdependence conditions, a job crafter could still take advantage of the situation to diminish their team demands and focus more on the demands of their job crafting activities (Fong et al., 2022; Liden et al., 2004). Examining the interpersonal impact of job crafting on teammates, Tims et al. (2015) found that when individuals decrease their hindering demands, it was associated with increased teammate workload and interpersonal conflict leading to teammate burnout. From a task interdependence perspective, if one member on the team reduces their work, then it is possible that another team member will need to pick up the extra work (Campion et al., 1993). This may explain the findings of Dong et al. (2022) who found increased feelings of relative deprivation, diminished prosocial behaviors, and increased social undermining behaviors among teammates in reaction to coworker job crafting under conditions of high task interdependence.

Although similar to task interdependence, there is evidence that goal interdependence functions differently with job crafting, and therefore deserves its own line of study. For instance, Courtright et al. (2015) concluded in their quantitative meta-analysis that the relationship between task interdependence and team performance was mediated by task-focused team functioning, whereas the relationship between goal interdependence and team performance was mediated by interpersonal (social cohesion) team functioning. These findings imply that goal interdependence may have a weaker moderating effect than task interdependence because it requires relationship-focused interactions. A job crafter with highly interpersonal relationships may be more attuned to the resource needs of their teammates and be more supportive than job crafters with instrumental relationships associated with task interdependence. Taking these preceding hypothesis, theoretical arguments, and empirical evidence together, I proposed that:

> *Hypothesis 4a*: Task interdependence weakens the positive relationship between coworker job crafting and coworker social support such that this relationship is weaker when task interdependence is high than when it is low.
>
> *Hypothesis 4b*: Goal interdependence weakens the positive relationship between coworker job crafting and coworker social support such that this relationship is weaker when goal interdependence is high than when it is low.

Teammate Job Outcomes Contingent on Interdependence

Drawing on JD-R theory, I proposed that task and goal interdependence would diminish the direct effect of job crafting on coworker social support which is directly related to job satisfaction and job stress. Thus, task and goal interdependence would also influence the indirect relationship between coworker job crafting and job satisfaction and job stress. When the job crafter and a teammate are working within high task or goal interdependence situations, the impact of the crafter's resources being diverted to their own job crafting would be more salient in the form of diminishing coworker social support. This means that when a job crafter reduces their coworker social support towards a teammate in favor of preserving their own resources for job crafting, the teammate will experience a resource loss and a correlated decrease in job satisfaction and an increase in job stress. Under such circumstances, job crafting should be conducted with consideration for avoiding detrimental outcomes on others. In contrast, when there is less interdependence between the job crafter and a teammate, the perceived support coming from the job crafter should be stronger. Hence, integrating the previous moderation hypothesis and the indirect relationship between coworker job crafting and teammate outcomes via the intervening variable of coworker social support, I proposed the following:

> *Hypothesis 5*: Task interdependence moderates the indirect effect between coworker job crafting and the job outcomes of a) job satisfaction and b) job stress via coworker social support, such that this indirect effect is stronger when task interdependence is low.
>
> *Hypothesis 6*: Goal interdependence moderates the indirect effect between coworker job crafting and the job outcomes of a) job satisfaction and b) job stress via coworker social support, such that this indirect effect is stronger when goal interdependence is low.

Method

Sample and Data Collection

I recruited a convenience sample of panel participants through Prolific, an online research platform with a diverse bank of participants, to obtain 200 complete responses. Using Prolific's pre-screening criteria, I required the participants to 1) be residents of Canada, the United States, or the United Kingdom; 2) have either English as their first language or be fluent in it; 3) be employed full-time (31-60+ hours) including working in remote or in office settings; 4) have a colleague with whom they spend most of their time at work. I requested a balanced sample with

half of the participants male (n = 100) and the other half female (n = 100). The pre-screening criteria yielded an eligible active pool of 4,885 male participants and 5,417 female participants.

To confirm the eligibility of the sample, additional screening questions were included at the beginning of the questionnaire. Respondents who did not meet the requirements were not permitted to continue the questionnaire. Respondents were compensated a pro-rated hourly fee by Prolific depending on the length of time they spent on the questionnaire. Responses were collected on December 6, 2022. A total of 217 participants responded, but 12 participants were rejected by the screening criteria and five timed out (did not finish in the allotted time of 30 minutes). One participant failed the attention checks so all their responses were removed from the sample. There were two attention checks inserted one third and two thirds through the survey, (e.g., "This is an attention check, please select response #6"). Failure to correctly select the specified response indicated that the participant may not have been paying enough attention which may have affected the quality of their other responses. In all, N = 199 fully completed questionnaires were received from unique participants.

My sample included individuals ages 21-63 with an average age of 36.2 (SD = 9.8). The sample was also balanced with 49.7% identifying as male, 49.2% as female and, 1.0% as non-binary/third gender. The majority (60.8%) of the participants responded that they interacted with an identified coworker many times throughout the day. Another 21.1% interacted at least once per day and 17.1% interacted a few times per week. Only 1.0% interacted only a few times per month. Many participants (31.2%) described the nature of the relationship with their coworker identified for the study as "Team member on the same team," whereas 17.6% considered the coworker as a "Personal Friend," 17.5% considered their coworker a "Friend, but only at work," 13.1% as a "Close work partner," 13.1% as a "Coworker who works at the same company," and 8.0% reported having a "Mentor/mentee" relationship.

The majority of participants (67.3%) held a bachelor's degree or higher, whereas 14.1% had high school diplomas, 12.1% had technical or occupational certificates, and 6.5% had Associate (community college) degrees. The average organizational tenure was 7.9 years (SD = 7.2) and tenure within the individual's current role was 5.7 years (SD = 5.5). The participants predominantly reported their place of birth as the United Kingdom (46.7%), the United States (25.1%), Canada (20.6%), and the remaining 7.5% reported other countries as their place of

birth. In terms of ethnicity, 72.4% of the participants identified as White or Caucasian. Additional demographic details are provided in Appendix Table A1 and A2.

Measures

Scholars have made calls to advance job crafting research beyond the individual job crafter's perspective to include the perspectives of others (Tims et al., 2022). In response to these calls, my study asked participants to identify a coworker with whom they worked closely and to rate that coworker's job crafting behaviors and their own job outcomes. This approach was to help understand how coworker job crafting behaviors are experienced by teammates. Thus, to respond to the questionnaire, participants were instructed to keep the same coworker they had identified in mind and provide responses related to that coworker. Cronbach alphas for all measures are reported in Table 1.

Coworker Job Crafting

Each participant was asked to rate their coworker's job crafting behaviors. This was assessed with the 21-item Job Crafting Scale developed by Tims et al. (2012). The job crafting items were re-worded from the original scale to allow the participants to provide an outside perspective on another person's crafting behaviour following example of Fong et al. (2022). For example, items were changed from first person "I try to develop my capabilities." to the third person "My coworker tries to develop their capabilities." One item (i.e., "I decide on my own how I do things.") was removed because it had been identified as a poorly fitting item based on a Rasch analysis conducted by Peral and Geldenhuys (2019) leaving 20-items. Another item (i.e., "I try to make my work more challenging by examining the underlying relationships between aspects of my job.") was removed as suggested by Fong et al. (2021) because it is difficult for another person to assess the job crafter's intentions. Ratings were done on a 5-point scale ranging from 1 (never) to 5 (very often). It was also necessary to consider that not all coworker job crafting behaviors could be observed by the participants. To account for the possibility, respondents were given an additional option of "Doesn't apply / Don't know." These missing values were excluded from the aggregate calculations of the coworker job crafting variable but the other responses were kept.

Task Interdependence and Goal Interdependence

This was measured using nine items from the Work Group Characteristics scale developed by Campion et al. (1993) as it distinguishes between the task and goal interdependence constructs presented by Courtright et al. (2015). A sample item for task interdependence is "I cannot accomplish my tasks without information or materials from this member of my team." A sample item for goal interdependence is "My work goals come directly from the goals of my team." and responses ranged from 1 (strongly disagree) to 5 (strongly agree).

Coworker Social Support

The coworker social support was measured using 10 items adapted from the Social Support Scale developed by Ducharme and Martin (2000). Following recommendations from Jolly et al. (2021), I chose a social support scale that contained items for both affective and instrumental coworker social support to match my theoretical framework (Ducharme & Martin, 2000). The questions were reworded for the participant to rate the support coming from the job crafting coworker. For example, "Your coworkers would fill in while you're absent" was changed to say, "My coworker would fill in while I'm absent". Responses ranged from 1 (strongly disagree) to 5 (strongly agree).

Job Satisfaction

Participants rated their own job satisfaction using three items from the Michigan Organizational Assessment Questionnaire (Lawler et al., 1975). An example item was "All in all, I am satisfied with my job" and responses ranged from 1 (strongly disagree) to 5 (strongly agree). One item was reverse coded as "In general, I don't like my job."

Job Stress

Participants were asked to rate their own job stress using the 11 items from the challenge-hindrance stressors framework developed by Cavanaugh et al. (2000). A sample item is "The volume of work that must be accomplished in the allotted time." and responses ranged from 1 (produces no stress) to 5 (produces a great deal of stress).

Covariate

I measured the frequency of interaction between the participant and their coworker to account for variance in coworker social support. Bakker et al. (2016) noted that a limitation in their job crafting study with coworker dyads was that they did not measure the frequency of

interactions, found in previous studies to increase the crossover effect of work behaviors between coworkers. In an earlier study, Bakker and Xanthopoulou (2009) found evidence that frequency of communication (i.e., interactions via email, face-to-face, by telephone) was a contextual variable that strengthened the crossover effect between coworkers. Applied to my study, participants who interact more frequently with their coworkers may experience stronger relationships, potentially influencing the amount of perceived coworker social support. This was measured by asking, "How frequently do you interact with your coworker?" Because the sense of frequency may vary by individual, the frequency was quantified to minimize subjectivity, such that responses ranged from very infrequent (A few times every quarter) to very frequent (Many times throughout the day).

Additional Data

At the end of the questionnaire, an open-ended question gave participants an opportunity to communicate their thoughts, comment about the questionnaire, or share insights with the researchers.

Results

Preliminary Analysis

I performed descriptive and correlational statistical analysis of the key variables in the study: coworker job crafting, coworker social support, task interdependence, goal interdependence, job satisfaction, job stress, and frequency of coworker interaction (possible covariate). Table 1 provides a summary of the data with the Cronbach alpha, means, standard deviations, and correlation for each measure. Most of the directions of the correlations were as I had anticipated. The exception was the positive relationship between coworker job crafting and job stress ($r = .20$, $p < .01$). These results are further elaborated in the Discussion section. Task interdependence and goal interdependence were positively correlated ($r = .51$, $p < .01$). Coworker social support was as expected, positively correlated with job satisfaction ($r = .46$, $p < .01$) and negatively correlated with job stress ($r = -.26$, $p < .01$). Job stress and job satisfaction were strongly negatively correlated ($r = -.48$, $p < .01$). Finally, coworker job crafting was positively correlated with coworker social support ($r = .19$, $p < .01$), task interdependence ($r = .24$, $p < 0.01$), and job stress ($r = .20$, $p < .01$).

Table 1

Descriptive Statistics and Pearson Correlations

	α	Mean	SD	1	2	3	4	5	6
1. Coworker Job Crafting	.89	2.93	0.68						
2. Coworker Social Support	.93	4.11	0.73	.19**					
3. Task Interdependence	.60	3.28	0.87	.24**	.11				
4. Goal Interdependence	.70	3.42	0.89	.17*	.09	.51**			
5. Job Satisfaction	.91	3.81	0.99	.14*	.46**	.10	.06		
6. Job Stress	.88	2.41	0.73	.20**	-.26**	.21**	.06	-.48**	
7. Frequency of Interaction	--	4.42	0.81	.06	.19**	.17*	.06	.08	-.03

Notes: N = 199. * p < 0.05, ** p < 0.01.

Testing Interaction and Moderation Effects

I conducted multiple regression analyses to test the moderated mediation hypotheses through SPSS v29.0.0.0 using PROCESS macro version 4.3 (released 11 February 2023) developed by Andrew Hayes (2017). I mean centered the independent variable and the moderators prior to testing the interaction effects and used a 95% confidence interval (CI). Then I plotted the simple slopes analysis for the significant interactions and created a Johnson-Neyman interaction plot to identify the regions of significance.

Hypothesis Testing

Hypothesis 1 proposed that there would be a direct and positive relationship between coworker job crafting and the teammate's sense of a) job satisfaction and b) job stress. The results shown in Table 2 indicated that coworker job crafting was a predictor of job satisfaction and job stress. Coworker job crafting positively predicted job satisfaction where 2.0% of the variance in job satisfaction could be explained by the regression model at a $p < .05$ level of significance. Coworker job crafting positively predicted job stress where 4.0% of the variance in job stress could be explained by the regression model at a $p < .01$ level of significance. The relationship between coworker job crafting and job stress (H1b) was contrary to my prediction. Thus, Hypothesis 1a was supported but Hypothesis 1b was not.

Table 2

Regression Analysis of Coworker Job Crafting Predicting Job Satisfaction and Job Stress

	Job Satisfaction			Job Stress		
	B	SE	*p*	B	SE	*p*
Coworker Job Crafting	.21	.10	.05**	.21	.08	.01**
Constant	3.21	.31	.00***	1.78	.23	.00***
R-Squared (R^2)		.02**			.04***	
Overall F		4.07			8.10	

Notes: N = 199. **p < .05, ***p < .001.

Hypothesis 2 proposed that coworker job crafting was positively related to coworker social support as rated by the teammate. A regression analysis was conducted, and the results are shown in Table 3. Coworker job crafting positively predicted coworker social support where 4.0% of the variance in coworker social support could be explained by the regression model at a p<.01 level of significance. Thus, Hypothesis 2 was supported.

Table 3

Regression Analysis of Coworker Job Crafting Predicting Coworker Social Support

	Unstandardized B	SE	*p*
Coworker Job Crafting	.21	.08	.01**
Constant	3.51	.22	.00***
R-Squared (R^2)		.04**	
Overall F		7.62	

Notes: N = 199. ** p < .01, *** p < .001.

Hypothesis 3 posited that coworker social support was a) positively related to the teammate's job satisfaction and b) negatively related to job stress. To assess this relationship, I conducted a regression analysis in SPSS. Table 4 reports the regression of the direct effects. Coworker social support was positively related to job satisfaction and explained 21.4% of the variance in job satisfaction at a p < .001 level of significance. Coworker social support was negatively related with job stress and explained 7.0% of the variance in job stress at a p < .001 level of significance. Based on the data, Hypothesis 3a and 3b were fully supported.

Table 4

Regression Analysis of Coworker Social Support Predicting Job Satisfaction and Job Stress

	Job Satisfaction			Job Stress		
	B	SE	*p*	B	SE	*p*
Coworker Social Support	.63	.09	.00***	-.26	.07	.00***
Constant	1.22	.36	.00***	3.48	.29	.00***
R-Squared (R^2)		.21***			.07***	
Overall F		53.78			13.89	

Notes: N = 199. **p < .05, ***p < .001.

Hypothesis 4a predicted that task interdependence would weaken the relationship between coworker job crafting and coworker social support when task interdependence is high rather than low. The predictor and moderator variables were mean centered in the analysis using PROCESS Model 1. The results in Table 5 show that the moderation effect of task interdependence was marginally significant (ß = .15, p = .06) and I probed the effect to get more information. The conditional effects are shown in Table 5 for different levels of task interdependence (M ± 1 SD). At lower levels of task interdependence (-1 SD), the effects were non-significant as the 95% CI included zero (0). However, at mean and higher (+ 1 SD) levels of task interdependence the 95% CIs of the effects did not include zero. This indicated that at mean and greater levels of task interdependence, the positive relationship between job crafting and coworker social support was stronger. The simple slope analysis in Figure 2 shows the interaction effect of job crafting x task interdependence on coworker social support. The interaction effects were in the opposite direction than predicted as task interdependence strengthened the relation between coworker job crafting and coworker social support. To illustrate the areas in which the regions of significance begin, I used the CAHOST Excel tool created by Carden et al. (2017) to graph a Johnson-Neyman plot (Figure 3) using mean-centered job crafting and coworker social support values. The 95% CI shows that the relationship between coworker job crafting and coworker social support was strengthened when the value of task interdependence was higher than -.06. However, this moderation effect was in the opposite direction than what I had hypothesized so Hypothesis 4a was not supported.

Table 5

Moderation Analysis of Task Interdependence and Goal Interdependence on the Relationship Between Coworker Job Crafting and Coworker Social Support (PROCESS Model 1)

	Model 1: Coworker Social Support				Model 2: Coworker social support			
	Coeff	**SE**	***t***	***p***	**Coeff**	**SE**	***t***	***p***
Constant	4.09	.05	79.27	.00***	4.10	.05	79.83	.00***
Coworker Job Crafting (CJC)	.16	.08	2.12	.04**	.18	.08	2.39	.02**
Task Interdependence (TI)	.04	.06	.68	.50				
CJC x TI	.15	.08	1.90	.06*				
Goal Interdependence (GI)					.05	.06	.86	.39
CJC x GI					.06	.08	.76	.45
R-Squared (R^2)	.06**				.04**			
MSE	.50				.51			
F	4.06				2.99			
Tests of highest order unconditional interactions								
R^2 change	.02				.00			
F	3.59				.58			
p	.06*				.45			

Conditional effects at levels of relative Task Interdependence (M ± 1 SD) on Coworker Social Support	**Effect**	**SE**	***t***	***p***	**95% CI [LL, UL]**
-1 SD (-.61)	.07	.10	.71	.48	[-.12, .26]
Mean (.05)	.17	.08	2.25	.03**	[.02, .32]
+1 SD (1.05)	.33	.11	3.10	.00***	[.19, .53]

Notes: N = 199. *0.05 < p < .10 (marginal significance), **p < .05, *** p < .001. CJC = coworker job crafting; TI = task interdependence; GI = goal interdependence.

Figure 2

Interaction Between Coworker Job Crafting (X) and Task Interdependence (M) in Predicting Coworker Social Support (Y)

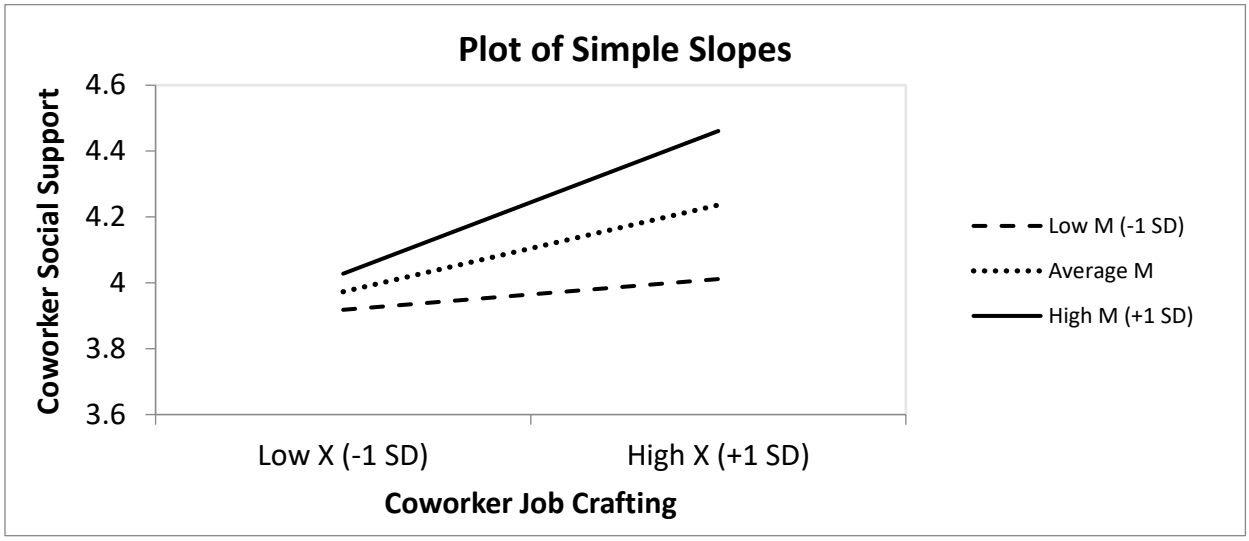
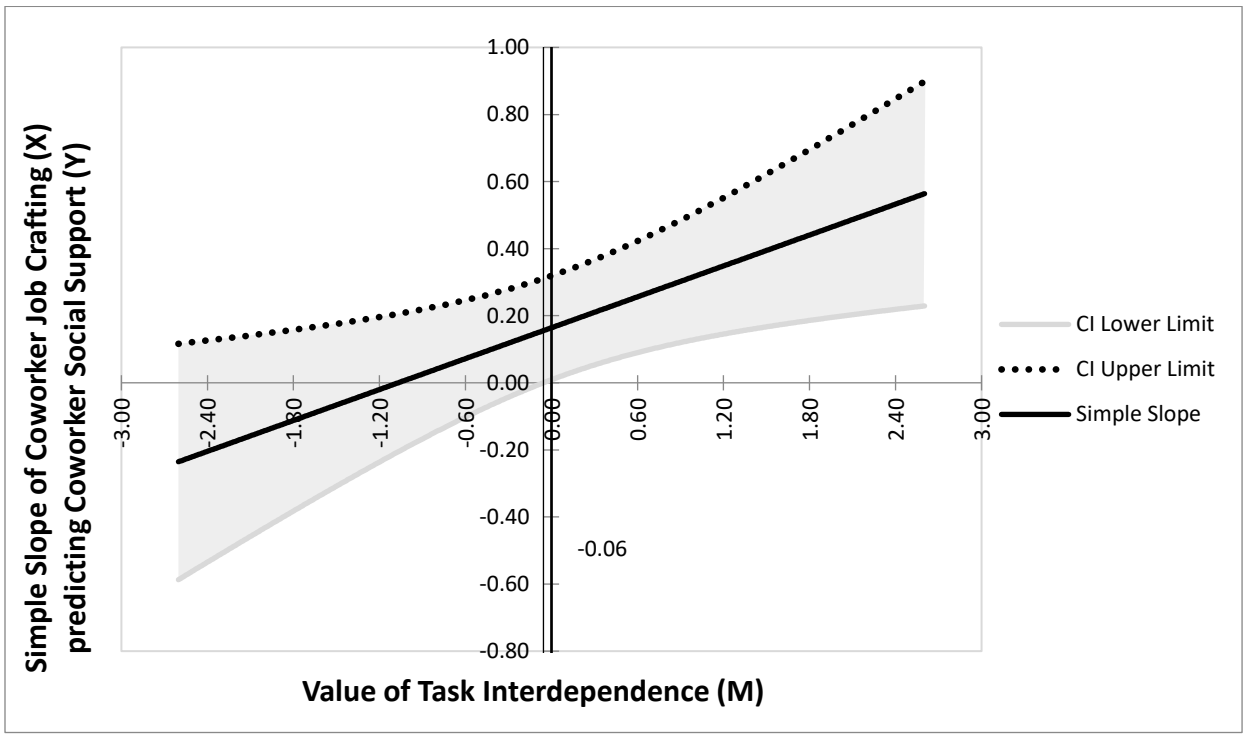


Figure 3

Johnson–Neyman Plot of the Mean-Centered Region of Significance for the Conditional Effect of Coworker Job Crafting (X) on Coworker Social Support (Y) Across the Range of Task Interdependence (M)



Notes: CI = 95% confidence interval

Hypothesis 4b predicted that goal interdependence would weaken the relationship between perceived coworker job crafting and coworker social support such that the relationship is weaker when goal interdependence is high rather than low. The results (Table 5) did not support the moderation effect of goal interdependence (ß = .06, p = .45) so Hypothesis 4b was also not supported. Since the moderation effect of goal interdependence was not supported, no simple slope or Johnson-Neyman analyses were conducted.

Hypothesis 5 predicted that task interdependence would weaken the indirect effects of job crafting on teammate 5a) job satisfaction and 5b) job stress via coworker social support. Similarly, Hypothesis 6 predicted that goal interdependence would weaken the indirect effects of job crafting on teammate 6a) job satisfaction and 6b) job stress via coworker social support. I used the PROCESS Model 7 to perform the regression with mean-centered predictor and moderator variables and the index of moderated mediation and conditional indirect effects are shown in Table 6. Taking a top-down approach to reporting, the index of moderated mediation indicated that the indirect positive effect of coworker job crafting on job satisfaction was conditional on task interdependence (effect = .09, SE = .04, 95% CI [.01, .18]) but the effects were only significant at mean and higher levels of task interdependence (Table 6). Next, the index of moderated mediation indicated that the indirect negative effect of job crafting on job stress was also conditional on task interdependence (effect = -.05, SE = .02, 95% CI [-.10, -.01]) but only significant at higher levels of task interdependence. The full interaction analysis of the moderator on Path a is described in Table 5 along with the simple slope analysis (Figure 2) and the Johnson-Neyman plot (Figure 3) previously to test Hypothesis 4.

The data for the b-path between coworker social support and job satisfaction (coeff. = .62, p < .001) and job stress (coeff. = -.32, p < .001) were significant (Table 7). Analysis of the direct path (c'-path) for coworker job crafting on job satisfaction was not significant (effect = .08, p = .39), indicating mediation by the coworker social support variable. Analysis of direct path (c'-path) for coworker job crafting on job stress was significant (effect = .28, p < .001), indicating a partial mediation via the intervening variable of coworker social support. Thus, the moderated mediation proposed in Hypothesis 5a and 5b were significant, but in the opposite direction than hypothesized. So, neither Hypothesis 5a nor 5b were supported. For Hypothesis 6a, the 95% CI for the index of moderated mediation for goal interdependence weakening the

relationship between coworker job crafting on job satisfaction (effect = .04, SE = .05, 95% CI [-.06, .14] was non-significant as it included zero (Table 6). Similarly, for Hypothesis 6b, the index of moderated mediation for goal interdependence weakening the relationship between coworker job crafting and job stress (effect = -.02, SE = .03, 95% CI [-.07, .03] was non-significant as it included zero. Hence, no further moderated mediation analysis was conducted. Neither Hypothesis 6a nor 6b were supported.

Table 6

Moderated Mediation Analysis (PROCESS Model 7)

Index of moderated mediation of task interdependence	**Index**	**Boot SE**	**Boot 95% CI [LL, UL]**
Coworker job crafting → coworker social support → job satisfaction	.09	.04	[.01, .18]
Coworker job crafting → coworker social support → job stress	-.05	.02	[-.10, -.01]
Conditional indirect effects at different levels of task interdependence (M ± 1 SD)			
Coworker job crafting → coworker social support → job satisfaction			
-1 SD (-.61)	.04	.05	[-.06, .15]
Mean (.05)	.11	.05	[.01, .21]
+1 SD (1.05)	.20	.07	[.07, .34]
Coworker job crafting → coworker social support → job stress			
-1 SD (-.61)	-.21	.03	[-.08, .04]
Mean (.05)	-.05	.03	[-.11, .00]
+1 SD (1.05)	-.10	.04	[-.18, -.03]
Index of moderated mediation of goal interdependence	**Index**	**SE**	**95%CI [LL, UL]**
Coworker job crafting → coworker social support → job satisfaction	.04	.05	[-.06, .14]
Coworker job crafting → coworker social support → job stress	-.02	.03	[-.07, .03]

Notes: N = 199. *p < .05, **p < .01 ***p < .001.

Table 7

Direct Effects of Coworker Social Support (b-path) and Coworker Job Crafting (c'-path) on Job Satisfaction and Job Stress (PROCESS Model 7)

	Job Satisfaction				Job Stress			
b-path	Coeff.	*SE*	*t*	*p*	Coeff.	*SE*	*t*	*p*
Constant	1.28	.37	3.50	.00***	3.72	.29		.00***
Coworker Job Crafting	.08	.09	.85	.39	.28	.07		.00***
Coworker Social Support	.62	.09	7.03	.00***	-.32	.07		.00***
R-squared (R^2)	.22				.13			
MSE	.77				.47			
F	27.22				14.62			
p	.00***				.00***			
c'-path	Effect	*SE*	*t*	*p*	Effect	*SE*	*t*	*p*
Coworker Job Crafting	.08	.09	.85	.39	.28	.07	3.80	.00***

Notes: N = 199. ** $p < .05$, *** $p < .001$. The a-paths are reported in Table 3.

Supplementary Analysis

To further probe the low R-squared (R^2) value between coworker job crafting and coworker social support (data from Table 3), I conducted a supplementary regression analysis with the frequency of interaction variable which had been identified as a potential covariate. Like Hypothesis 4, I tested whether frequency of interaction would weaken the relationship between coworker job crafting and coworker social support when the frequency of interaction is high rather than low with PROCESS Model 1. The coworker job crafting variable and the frequency of interaction variable were mean centered. The results in Table 8 indicate that the moderation effect of frequency of interaction was marginally significant (ß = .17, p = .09), and so I probed the effect to get more information. The simple slope analysis in Figure 4 shows the interaction effect of job crafting x frequency of interaction on coworker social support. Consistent with the results from testing Hypothesis 4, frequency of interaction strengthened the relationship between coworker job crafting and coworker social support. In Figure 5, the Johnson-Neyman analysis indicated at a 95% CI that the relationship between coworker job crafting and coworker social support was strengthened when the value of frequency of interaction was higher than 4.29. This result suggests that frequency of interaction is possibly a covariate also strengthening the relationship between coworker job crafting and coworker social support.

Table 8

Moderation Analysis of Frequency of Interaction on the Relationship Between Coworker Job Crafting and Coworker Social Support (PROCESS Model 1)

	Model 3: Coworker Social Support			
	Coeff	**SE**	***t***	***p***
Constant	4.10	.05	81.60	.00***
Coworker Job Crafting	.19	.07	2.51	.01**
Frequency of Interaction	.18	.06	2.86	.00**
Coworker Job Crafting x Frequency of Interaction	.17	.09	1.86	.06*
R-Squared (R^2)		.09		
R^2 change		.02		
F		3.48		
p		.06*		

Notes: N = 199. *0.05 < *p* < .10 (marginal significance), **$p < .05$, *** $p < .001$.

Figure 4

Interaction Between Coworker Job Crafting (X) and Frequency of Interaction (M) in Predicting Coworker Social Support (Y)

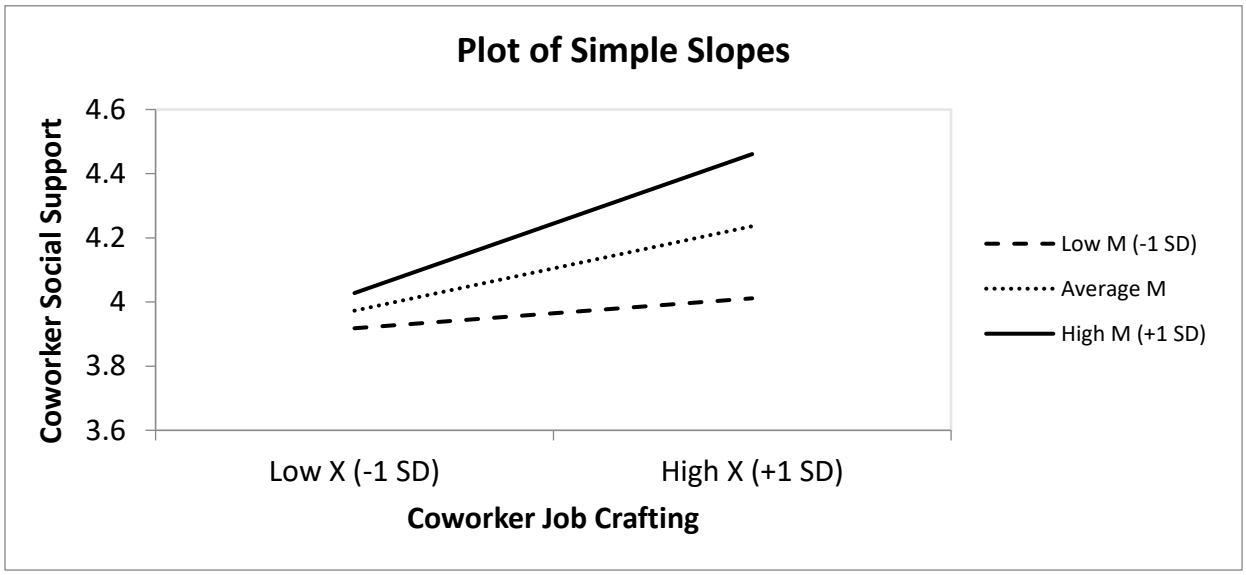
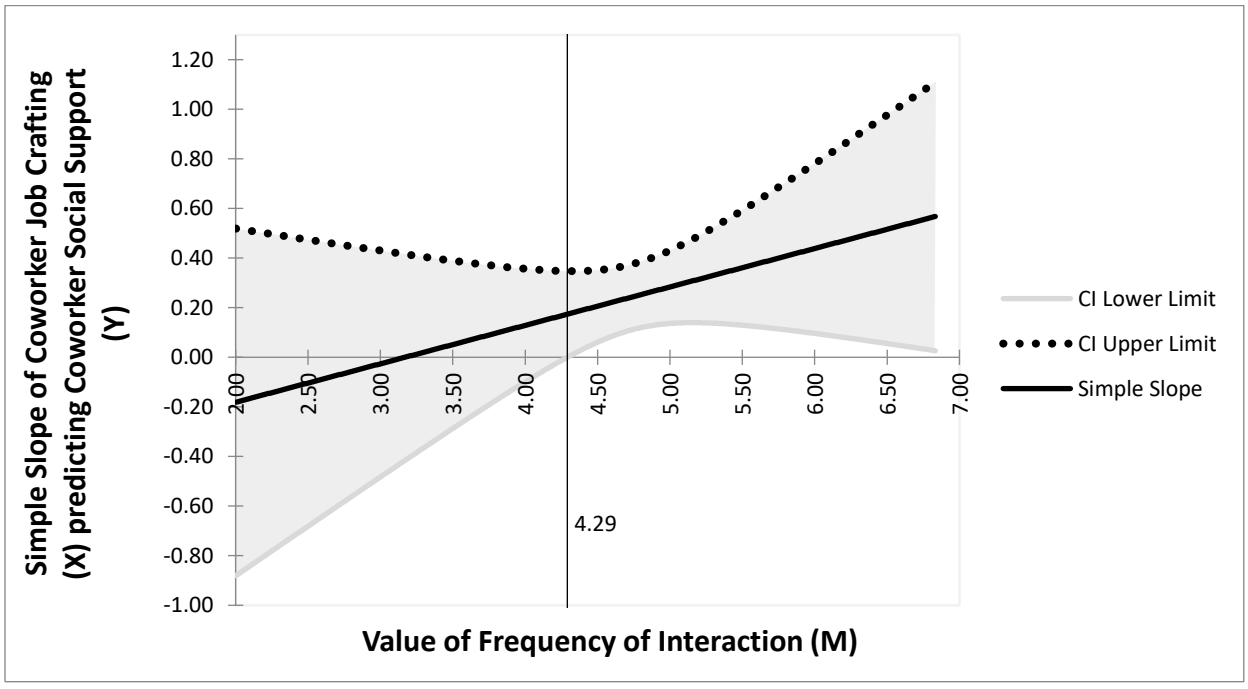


Figure 5

Johnson-Neyman Plot of the Mean-Centered Region of Significance for the Conditional Effect of Coworker Job Crafting (X) on Coworker Social Support (Y) Across the Range of Frequency of Interaction (M)



Notes: CI = 95% confidence interval

Discussion

In this study, I investigated how coworker job crafting interacted with task interdependence and goal interdependence to influence coworker social support and ultimately impact the job satisfaction and job stress of teammates through a moderated mediation model. Drawing on COR and JD-R theory and using a cross-sectional sample of 199 panel participants from Canada, the United States, and the United Kingdom, I examined the conditions under which coworker job crafting could have negative effects on others in the workplace. Overall, the data suggested that the indirect effects of coworker job crafting on teammate job satisfaction and job stress were conditional on high levels of task interdependence. In the next sections, I will summarize the major findings, discuss the theoretical and practical implications of those findings, and address the study limitations and future research before concluding.

Several researchers, including Fong (2022), Tims et al. (2021), and Dust and Tims (2020), have called for more research into the impact of job crafting on others and their perspectives. The first theoretical contribution of my study to the job crafting literature was responding to these calls by exploring job crafting from the perspective of teammates to understand how coworker job crafting could affect their job satisfaction and stress levels. To evaluate my proposed moderated mediation research model, I postulated that coworker job crafting was positively related to teammate job satisfaction and a negatively related to job stress (Hypothesis 1). A regression analysis confirmed a weak but statistically significant positive relationship that coworker job crafting had with both job satisfaction and job stress. This positive relationship between coworker job crafting and job stress was contrary to my prediction. Next, I hypothesized that a positive relationship existed between coworker job crafting and coworker social support (Hypothesis 2). This was supported by the results from the regression analysis. Following, I proposed that coworker social support was positively related to job satisfaction but negatively related to job stress (Hypothesis 3). A regression analysis confirmed a significant mid-sized effect between coworker social support and job satisfaction and to a lesser extent, job stress in the directions predicted. Subsequently, I investigated whether task interdependence and goal interdependence at high levels would weaken the relationship between coworker job crafting and coworker social support (Hypothesis 4). The moderation analysis showed nonsignificant results for goal interdependence. However, the effect of task interdependence was marginally significant, but in the opposite direction than expected. Finally, in the overall moderated

mediation model, I suggested that task interdependence (Hypothesis 5) and goal interdependence (Hypothesis 6) would weaken the indirect positive relationship that coworker job crafting had on job satisfaction and the indirect negative relationship that coworker job crafting had on job stress. Although the moderation effect of task interdependence was supported at a marginal level of significance, it was in the opposite direction to what was predicted. It strengthened the relationship between coworker job crafting and coworker social support, rather than weakened it. In the moderated mediation relationship, coworker job crafting was positively related to job satisfaction and negatively related to job stress. Contrarily, in the direct effect model, coworker job crafting was positively related to job stress. One possible explanation is that the data analysis showed a greater effect size between coworker social support and job stress compared to that of coworker job crafting and job stress. As a result, coworker social support was the more dominant predictor of job stress within the moderated mediation model. Lastly, the moderated mediation effect with goal interdependence (Hypothesis 6) was not supported, which was consistent with Hypothesis 4b.

The second theoretical contribution of my research was clarifying the role that boundary conditions played in influencing the outcomes of individual job crafting on others. The present study addressed the research gap on work contexts surrounding job crafting, as highlighted by scholars such as Zhang and Parker (2019). My research also shed light on certain inconclusive results from previous studies on interdependence and job crafting (e.g., Dong et al., 2022; Leana et al., 2009; Niessen et al., 2016) by separating the interdependence construct into its subdimensions of task and goal interdependence, as recommended by Van Der Vegt et al. (1998) and Courtright et al. (2015). The results revealed that while the interaction effects of task interdependence were marginally significant on the hypothesized relationships, the interaction effects of goal interdependence were nonsignificant. Using the scale developed by Campion et al. (1993), which separated task and goal interdependence into distinct subdimensions, I was able to distinguish the nonsignificant effect of goal interdependence from that of task interdependence. Had the two subdimensions of work interdependence been analyzed as a single variable, the non-effects of goal interdependence would potentially have negated the marginal significant effects of task interdependence. In line with Courtright et al. (2015), the lack of significant effect of goal interdependence could be explained by the higher levels of social and interpersonal relationships associated with goal interdependence compared to task

interdependence, which was more associated with instrumental relationships. The higher levels of interpersonal commitment and team cohesion implies that a job crafting coworker would be more aware of their teammate's needs and less likely to withhold social resources (Courtright et al., 2015). The absence of effect could also be explained by findings of Peeters et al. (2016) who discovered that teammates with higher empathy experienced greater crossover of beneficial job crafting behaviors, such as seeking resources, from their job crafting coworkers. Drawing from their study, I speculate that the relationship between the crafter and their teammate buffer any changes in resources, thus explaining the lack of significant effect of goal interdependence in my study.

My study's third theoretical contribution is consistent with COR theory (Hobfoll, 2001) and JD-R theory (Jolly et al., 2021). My data provided evidence of coworker social support as an intervening variable, suggesting that the availability of resources for teammates may be a key mechanism by which coworker job crafting affects others. The results also showed that resources played an important role in influencing the outcomes of individual job crafting on teammates. This social resource had a positive effect on teammate job satisfaction and a buffering effect on teammate job stress associated with coworker job crafting, which is in accordance with JD-R theory (Demerouti et al., 2001). In addition, my findings extended the work of Dong et al. (2022) by confirming the role that job resources play in job crafting perceptions. They had speculated that teammates responded negatively towards job crafting coworkers who were perceived as consuming limited team resources. Yet, my data unexpectedly showed a small but statistically significant proportion of variance in coworker social support that was explained by coworker job crafting. This outcome could be modestly explained by the influence of the frequency of interaction covariate, as it was significantly correlated with both coworker social support and task interdependence. Indeed, my supplementary analysis demonstrated that frequency of interaction was also a marginally significant strengthener of the relationship between coworker job crafting and coworker social support.

My fourth contribution was balancing the findings of previous research. My results did not support the negative impact of coworker job crafting on teammates, as suggested by studies such as Fong et al. (2022), Dong et al. (2022) and Tims et al. (2015). Instead, the data revealed that the indirect positive relationship between coworker job crafting and teammate job

satisfaction was strengthened at moderate and high levels of task interdependence. Also surprisingly, the data showed a strengthening of the negative relationship between coworker job crafting and teammate job stress at high levels of task interdependence. There may be several conceivable explanations for these findings. First, the participants in my study were recruited from cultures with high individualism, in contrast to the study by Dong et al. (2022) who recruited participants from a highly collectivist culture. According to the individualism-collectivism literature, individuals from individualistic cultures demonstrate greater autonomy and self-interest motives while people in collectivist cultures tend toward group goals and cooperation (Triandis, 2001; Wagner III, 1995). The inverse effects that I observed for task interdependence could be due to teammates' lack of resentment towards individualistic job-crafting behaviors, as no cultural norms were being broken. Rather, teammates may appreciate and benefit from the extra initiatives taken by the job crafting coworker. Second, within workplace relationship literature, higher levels of perceived task interdependence are associated with greater frequency of communication and incentive to spur interaction between coworkers (Sias et al., 2020). While the participants from my study did not report high levels of friendship, most of them interacted at least once (21.1%) or multiple times (60.8%) with their coworkers daily. This high frequency of interaction may have contributed to a greater awareness of the job crafter on how their actions might affect their teammates, thus producing positive outcomes for teammates in line with the findings of Bakker et al. (2016). Again, there is also the possibility of a crossover effect of job crafting and its benefits from the coworker to the teammate resulting in increased job satisfaction and reduced job stress for the teammate (Peeters et al., 2016). Third, examining the whole job crafting construct may have provided a more balanced understanding of how job crafting affects others. For example, Tims et al. (2015) had studied the job crafting dimension of decreasing hindering demands in isolation and found it was positively related with increased workload for the teammate and increased conflict between the coworker and teammate. Their conclusion is supported by the job crafting literature showing that it is associated mostly with neutral and detrimental outcomes when used as a sole strategy (Mäkikangas, 2018; Zhang & Parker, 2019). Having taken this into consideration, I looked at all aspects of job crafting as there is evidence indicating that employees predominantly tend to participate in active job crafting (i.e., all four dimensions) instead of only passive crafting, which is associated only with the dimension of reducing hindering demands (Mäkikangas, 2018). Thus,

when considering all job crafting dimensions in my analysis, the other forms of job crafting (increasing structural and social resources, increasing challenging job demands) may have mitigated the effects of the passive form of job crafting (decreasing hindering demands), thereby producing an overall positive outcome. This argument is supported by the findings by Sun et al. (2020) who demonstrated that employee daily creativity due to job crafting was further enhanced when a decrease in hindering demands was high. My findings imply that research on the effects of coworker job crafting on others might gain additional insights by including all dimensions of the job crafting construct, since there may be interactions among the dimensions influencing the overall outcome.

Practical Implications

Beyond theoretical implications, this study also provides some practical managerial and organizational applications. First, managers need to consider the contextual factors surrounding individual job crafting within teams, especially when the job crafter has interdependent tasks with other employees. Under high task interdependence situations, employees who are proficient in job crafting may be a positive influence on other teammates by modeling how to job craft and improve one's own job satisfaction and reduce job stress. When the coworker has good interpersonal relationships with their teammates, as in the case of goal interdependence, they may be more conscientious of the impact on others and adjust their behaviors. Managers could establish guidance for job crafters by encouraging them to job craft on the condition that it does not diminish their usual support for teammates. A second organizational implication that my study suggests is that managers should consider individual job crafting holistically instead of narrowing in on what they perceive to be detrimental forms of job crafting. While Fong et al. (2021) showed in their study that supervisors were more attentive and adverse to employees reducing hindering demands, supervisors need to understand that when used together with other forms of job crafting, it can generate overall positive outcomes for the job crafter and others. For example, while one team member may avoid making presentations and would prefer to reduce this hindering demand, another team member may relish taking it on. The outcome of this could be reduced job stress for the job crafter and increased job satisfaction for the teammate. Considering this possibility, managers must realize that reducing hindering demands is not always a destructive behavior.

Limitations and Future Research

The findings of my study should be evaluated with the following methodological limitations in mind. First, with a cross-sectional correlational research design, it is not possible to draw causal conclusions from the data collected. Within correlational designs, the reliability of measures may affect how accurately the measured correlation reflects the true correlation (Whitley, Jr. & Kite, 2012). Although I used established, reliable measures for all the key variables within my research model, the measure for task interdependence yielded a low internal reliability ($\alpha = .61$) which may have affected the strength of the correlations. For comparison, the internal reliability of task interdependence was lower than the previous job crafting studies using the same task interdependence measure as reported by Dong et al., 2022 ($\alpha = .75$) or Fong et al., 2022 ($\alpha = .86$). Furthermore, this research method is also associated with common method bias where the ratings come from a single self-reported source (Podsakoff et al., 2003). One way to minimize common method bias would have been to recruit coworker dyads and have them both rate the same constructs. Additionally, it would have been useful to know whether the teammate conducted job crafting activities themselves as it could affect their own job outcomes (Bakker et al., 2016). Other biases, according to Podsakoff et al. (2003), include implicit theories that the participants might have regarding the subject and attempt to provide responses consistent with their preconceived theories. To mitigate this demand effect, I reversed the order of my survey questions, placing the dependent variable items first and independent variable items last, so that the participants would not perceive a correlation and attempt to support this through their responses. While this cross-sectional research design has its limitations, it may be an appropriate approach for a pilot study like mine to evaluate whether further studies on this research model using longitudinal or experimental designs would be worthwhile (Whitley, Jr. & Kite, 2012). Second, because the participants selected their own coworker to evaluate, they may have picked a closer or friendlier coworker. I believe this selection bias was not a major issue in my study, as the data showed that only half (55.7%) of the participants categorized their relationship with the coworker as being friendly or close, despite the majority of participants rating interactions with their coworkers as frequent (once or multiple times per day).

One theoretical limitation of my study was the weak relationship between coworker job crafting and coworker social support. This weak relationship may indicate that there are other contextual variables influencing the relationship. For example, in the supplementary analysis, I

found that frequency of interaction also had a marginally significant moderating effect on the relationship. Because of the weak direct effect between coworker job crafting and coworker social support, future studies could also explore the other mechanisms by which coworker job crafting could influence teammate job attitudes and outcomes. The impact of coworker job crafting on teammates is an understudied area of research, yet a similarly understudied area is team job crafting (Zhang & Parker, 2019). In team job crafting, the team decides together how they will job craft, which is different from individual job crafting where only the job crafter makes the decision (Tims et al., 2013). Due to the modeling of job crafting behaviors and the crossover effect on teammates, it is plausible that consistent individual job crafting in a team setting may lead to team job crafting. Thus, future studies could investigate in a longitudinal research design whether individual job crafting leads to team job crafting (Tims et al. 2013).

A second theoretical limitation in my study was that task and goal interdependence can be structured cooperatively or competitively, according to the interdependence literature (Deutsch, 1949). Cooperatively structured interdependence means that when one team member progresses towards task or goal achievement, the other team members also progress. To illustrate, a team that must reach shared sales targets to receive their monthly sales bonus is structured in a cooperatively interdependent way. In contrast, competitively structured interdependence means that when one team member progresses towards task or goal achievement, the other team members do not. One example is a sales team working on the same pool of prospective clients in a region. When one team member secures a contract with a client, it diminishes the pool for all the other team members. Because the measures I used for task and goal interdependence did not have any items capturing whether the interdependence was cooperative or competitive, future studies may want to take this concept into consideration.

For continued research, I intend to explore the individual job crafting dimensions and test whether there are differential effects on coworker social support. Furthermore, I would analyze the existing data to see whether the different types of coworker support (affective and instrumental subdimensions) may have differing impacts on teammate outcomes as suggested by scholars (Jolly et al., 2021).

Conclusion

As the work environment is becoming increasingly unpredictable and complex, organizations and individuals within them may find themselves operating at greater levels of interdependence. In a highly collaborative environment, coworker job crafting may have an impact on teammates. My correlational study shed light on the possibility that coworker job crafting not only benefits the job crafter but also their teammates, and by extension, the organization. My findings indicated a direct relationship between coworker job crafting and coworker social support and this relationship was strengthened by task interdependence. Furthermore, coworker job crafting was correlated with an increase in job satisfaction and a decrease in job stress for the teammate when mediated by coworker social support. Even though some scholars are concerned about the negative effects of coworker job crafting on others, my findings provide some unexpected optimism regarding the positive effects of coworker job crafting on others within a task interdependent context. Additionally, also consistent with the literature, my study identified the importance of coworker social support as a mechanism that can help offset the stress teammates experience associated coworker job crafting. Managers in Western, individualistic cultures may be relieved to know that allowing individuals to job craft and create the job that they want may be more beneficial on teammate job outcomes than previously thought.

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Appendix

Table A1

Country of Birth

Country	Count	Percent %
United Kingdom	93	46.7
United States	50	25.1
Canada	41	20.6
Germany	3	1.5
Philippines	2	1.0
China	1	0.5
France	1	0.5
India	1	0.5
Ireland	1	0.5
Korea	1	0.5
Malaysia	1	0.5
Nepal	1	0.5
Portugal	1	0.5
Sri Lanka	1	0.5
Zimbabwe	1	0.5
Total	**199**	**100.0**

Table A2

Sample Demographics

Ethnic Background	Count	Percent %
White or Caucasian	145	72.9
Hispanic, Latino or Spanish origin	32	16.1
Black or African origin	10	5.0
Native Hawaiian or Pacific Islander	6	3.0
Prefer not to answer	3	1.5
Some race, ethnicity or origin not listed here	2	1.0
Asian	1	0.5
Middle Eastern	0	0
American Indian	0	0
Total	**199**	**100.0**