

UNIVERSITY OF OKLAHOMA
GRADUATE COLLEGE

THREE ESSAYS ON CITIZENSHIP CRAFTING

A DISSERTATION
SUBMITTED TO THE GRADUATE FACULTY
in partial fulfillment of the requirements for the
Degree of
DOCTOR OF PHILOSOPHY

By

THOMAS K. KELEMEN
Norman, Oklahoma
2020

THREE ESSAYS ON CITIZENSHIP CRAFTING

A DISSERTATION APPROVED FOR THE
MICHAEL F. PRICE COLLEGE OF BUSINESS

BY THE COMMITTEE CONSISTING OF

Dr. Mark Bolino, Chair

Dr. Hairong Song

Dr. Mark Sharfman

Dr. Bret Bradley

Dr. Matthew Jensen

© Copyright by THOMAS K. KELEMEN 2020
All Rights Reserved.

Table of Contents

List of Tables	vi
List of Figures	vii
Abstract	viii
Essay 1: The Nature and Implications of Citizenship Crafting in Organizations	1
Job Crafting.....	5
Citizenship Crafting	8
Dimensions of Citizenship Crafting.....	10
Differences and Similarities Between Job Crafting and Citizenship Crafting.....	12
Enhancing the Benefits and Decreasing the Costs of OCB Through Citizenship Crafting	13
Crafting Citizenship to Enhance the Personal Benefits of OCB	14
Crafting Citizenship to Decrease the Personal Costs of OCB	17
Crafting High Demand Versus Low Demand Types of OCB.....	20
Discussion	21
Directions for Future Research	23
Essay 2: Citizenship Crafting: Developing and Testing a Scale.....	27
Differentiating Job Crafting from Citizenship Crafting.....	28
Job Crafting Versus Citizenship Crafting	28
Scale Development of Citizenship Crafting.....	30
Item Generation and Content Adequacy	30
Sample and Procedure.....	31
Analysis and Results	34
Psychometric Properties of CCS and Proposed Model.....	38
Samples and procedures.....	39
Analysis and Results	43
Supplementary Analysis	46
Discussion	48
Practical Implications.....	49
Limitations and Directions for Future Research	50
Conclusion	52

Essay 3: Employee Citizenship Crafting: Unlocking the Personal Benefits and Decreasing the Personal Costs of Organizational Citizenship Behavior53

Self-Regulation Theory.....	55
Citizenship Crafting.....	57
OCB and Employee Well-Being: The Moderating Role of Citizenship Crafting.....	59
Indicator of Positive Employee Well-Being.....	60
Indicator of Negative Employee Well-Being.....	62
Method.....	63
Sample and Procedure.....	63
Measures.....	64
Analysis and Results.....	65
Supplementary Analysis.....	72
Discussion.....	74
Practical Implications.....	76
Limitations and Direction for Future Research.....	77
Conclusion.....	79
References.....	80

List of Tables

Table 1. Synthesis of the different proposed frameworks of job crafting proposed in the literature based on the dimensions proposed by Zhang and Parker (2019).....	7
Table 2. Types of citizenship crafting.....	11
Table 3. Key differences and similarities between job crafting and citizenship crafting	13
Table 4. Proposed Dimensions of Citizenship Crafting and Examples	30
Table 5. Proposed Items for the Citizenship Crafting Scale (CCS).....	32
Table 6. Item Assignment Results	35
Table 7. Sample 2: Descriptive Statistics and Variable Intercorrelations	39
Table 8. Principle Axis Factor Analysis (Promax Rotation) for Citizenship Crafting Scale Items	40
Table 9. Sample 3: Descriptive Statistics and Variable Intercorrelations	42
Table 10. Sample 3 Model Fit Comparisons CFA.....	44
Table 11. Sample 3 Model Fit Comparisons CFA Between Citizenship and Job Crafting.....	45
Table 12. Fit Statistics for Profile Structures in Supplementary Analysis	47
Table 13. Descriptive Statistics and Variable Intercorrelations.....	66
Table 14. Hierarchical linear regression of the moderating role of organizationally focused citizenship crafting on citizenship fatigue and citizenship meaningfulness	67
Table 15. Hierarchical linear regression of the moderating role of individual-focused citizenship crafting on citizenship fatigue and citizenship meaningfulness	68

List of Figures

Figure 1. Proposed relationship on how citizenship crafting affects employee personal outcomes	14
Figure 2. Citizenship Crafting Profiles	48
Figure 3. Proposed Model.....	60
Figure 4. Interaction between OCB-O and organizational cognitive citizenship crafting on citizenship meaningfulness	69
Figure 5. Interaction between OCB-O and organizational approach behavioral citizenship crafting on citizenship meaningfulness.....	70
Figure 6. Interaction between OCB-O and organizational cognitive citizenship crafting onto citizenship fatigue	71
Figure 7. Three-way interaction between OCB-I, individual approach citizenship crafting, and sex onto citizenship fatigue.....	73
Figure 8. Three-way interaction between OCB-I, individual avoid citizenship crafting, and sex onto citizenship fatigue	74

Abstract

This dissertation contains three essays that develop and test a new construct, *citizenship crafting*. Citizenship crafting describes employee-initiated behaviors and cognitions that seek to enhance/continue or diminish/eliminate employee citizenship behaviors so that they better align with the employee's needs, motives, and preferences. Engaging in organizational citizenship behavior (OCB) results in both personal costs and benefits for employees. The aim of these papers is to advance our understanding of how employees deal with the personal consequences of OCB and to demonstrate that those who craft their citizenship are able to reap more personal benefits from OCB and reduce the personal costs. These essays seek to advance both OCB and crafting research.

In Essay 1, I develop the construct of citizenship crafting. First, I deductively define citizenship crafting and differentiate it from the related construct of job crafting. I then propose the different dimensions of job crafting and explain how they are all important ways that employees craft their OCB. Following my discussion of the dimensions of citizenship crafting, I propose how citizenship crafting moderates the relation between OCB and employee personal outcomes. Specifically, I describe how citizenship crafting enhances the positive personal outcomes of OCB and diminishes the negative personal outcomes of OCB. I also discuss how the type of OCB is relevant for understanding citizenship crafting. In particular, crafting resource-demanding OCBs benefits employees more than crafting non-resource-demanding OCBs. I conclude by discussing the implications my research has for theory and practice and outline some directions for future research.

In Essay 2, I build on Essay 1 and empirically develop the citizenship crafting scale (CCS). Using three samples, I establish content adequacy, convergent validity, divergent

validity, and a nomological network. Furthermore, in this paper, I empirically demonstrate the difference between job crafting and citizenship crafting.

In Essay 3, I use the CCS developed in Essay 2 to test specific ideas proposed in Essay 1. Specifically, I examine how citizenship crafting moderates the relationship between OCB and employee well-being, using two indicators of employee well-being (citizenship fatigue and citizenship meaningfulness) Drawing on self-regulation theory, I show how citizenship crafting enhances the positive relationship between OCB and positive indicators of employee well-being and how it reduces the negative relation between OCB and negative indicators of employee well-being. I conclude by discussing the implications my research has for theory and practice.

Essay 1: The Nature and Implications of Citizenship Crafting in Organizations

Organizational citizenship behavior (OCB) is employee behavior that goes above and beyond an employee's prescribed roles and duties (Organ, 1988; Organ, Podsakoff, & MacKenzie, 2006). OCB includes a variety of discretionary behaviors and includes helping others, speaking up, refraining from complaining, and staying late to work on an extra project. Prior work on OCB has found how these behaviors are important for organizations as they positively affect firm performance and functioning (Podsakoff, Whiting, Podsakoff, & Blume, 2009). A vast amount of scholarly work has sought to understand the antecedents of OCB to better understand how to facilitate this type of employee behavior in organizations because they are so critical to organizations (e.g., Hoffman, Blair, Meriac, & Woehr, 2007; Kamdar McAllister, & Turban, 2006; McAllister, 1995; Yaffe & Kark, 2011). Although this line of research has broadened scholars' collective knowledge of OCB, understanding the employee personal consequences of OCB is a growing and important area for future research (Bolino, Turnley, Gilstrap, & Suazo 2010; Bolino, Hsiung, Harvey, & LePine 2015).

Prior research indicates that engaging in OCB can improve supervisor ratings of employees (Podsakoff et al., 2009), enhance employee status (Flynn, Reagans, Amanatullah, & Ames, 2006), increase employee positive affect and job satisfaction (Bateman & Organ, 1983; Glomb, Bhawe, Miner & Wall, 2011; Koopman, Lanaj, & Scott, 2016; Lin, Savani, & Ilies, 2019), and enhance one's work meaningfulness (Lam, Wan, & Roussin, 2016). However, while there are clear individual benefits for employees who engage in OCB, there are also individual costs as well. Prior research has argued and found that engaging in OCB can divert an employee's attention away from in-role (i.e., formally required) duties and hurt one's in-role job performance (Bergeron, 2007; Bergeron, Ostroff, Schroeder, & Block, 2014; Bergeron, Shipp,

Rosen, Furst, 2013; Koopman et al., 2016). Further, engaging in OCB can be exhausting for employees and can lead to work-family conflict, job stress, depletion, and fatigue (Bolino & Turnley, 2005; Bolino et al., 2010; Lanaj, Johnson, & Wang, 2016; Halbesleben, Harvey, Bolino, 2009). Thus, for individuals, there are both personal benefits and costs to engaging in OCB (Bolino, Klotz, Turnley, & Harvey, 2013; Bolino, Klotz, Turnley, Podsakoff, & MacKenzie, 2018). Given that employee OCB is important to an organization's functioning and success, and given that there are clear individual benefits derived from these types of behaviors, how can employees effectively minimize (or eliminate) the negative personal repercussions of engaging in OCB while maximizing the benefits? An important theoretical perspective to understand how employees engage with and effectively manage their own work is *job crafting* (Wrzesniewski & Dutton, 2001). As explained below, this theoretical perspective should also offer insights into how employees can effectively balance the benefits and costs of their citizenship behavior.

Employees who engage in job crafting are job crafters, and job crafting includes, "actions employees take to shape, mold, and redefine their jobs." (Wrzesniewski & Dutton, 2001, p. 180). There have been different proposed frameworks to understand the nature and components of job crafting (e.g., Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001; Zhang & Parker, 2019); however, at its core, job crafting is employee-initiated behavior and cognition that seeks to redesign the in-role tasks and relationships of an individual's job. Extensive prior empirical research suggests that job crafting is an effective way for employees to positively enhance their own work and deal with negative components of their job (for a meta-analysis see Rudolph, Matz, Lavigne, & Zacher, 2017; for a meta-synthesis see Lazazzara, Tims, & de Gennaro, in press; and for a qualitative review see Zhang & Park, 2019). Based on the idea of job crafting, Bolino and Klotz (2019) suggested that employees may also be able to engage in *citizenship*

crafting. In contrast to job crafting, which focuses on how an employee redesigns his or her formal tasks and duties at work (Wrzesniewski & Dutton, 2001), citizenship crafting deals with how an employee personally manages the manner in which they go the extra mile at work. However, while Bolino and Klotz (2019) mentioned this idea in a practitioner-oriented outlet, it has not been rigorously developed or tested in research. Thus, based on prior research, the aim of this paper is to develop and extend research on employee crafting and to develop a theory that defines and identifies the components of citizenship crafting.

Understanding employee citizenship crafting is important for at least three key reasons. First, OCB has been widely studied as a critical aspect of employee performance (e.g., Bolino & Grant, 2016; Chiaburu, Oh, Berry, Li, & Gardner, 2011; Dalal, 2005; Podsakoff et al., 2009), and it continues to be one of the most important employee outcomes studied by scholars; indeed, as of 2014, over 2100 articles on OCB had been published (Podsakoff, Podsakoff, MacKenzie, Maynes, & Spoelma, 2014). Furthermore, given that scholars have documented the personal costs of citizenship, understanding how employees can proactively manage their OCB is an underdeveloped area that not only warrants greater theoretical development but also has potentially important practical implications. Second, job crafting is recognized as an important lens for understanding how employees can engage in proactive behavior to redesign their own jobs in ways that are beneficial to both employees and their organization (Rudolph et al., 2017; Wrzesniewski, Berg, & Dutton, 2010). Given the mixed personal outcomes associated with the performance of OCB (e.g., Bolino et al., 2015; Lanaj, Johnson, & Lee, 2016; Lin, Scott, Matta, 2018), citizenship crafting may enable employees to find ways of increasing the potential benefits of engaging in OCB and decreasing the potential costs. Third, and finally, I give back to the job crafting literature by arguing that crafting can be applied to employee extra-role

behaviors in addition to their formal job tasks. Therefore, by extending crafting behaviors to OCB research and proposing citizenship crafting, I have three key goals.

First, I review prior work on job crafting and describe its main tenets and findings. Based on this discussion of job crafting, I seek to identify the principle elements and types of citizenship crafting. With an understanding of both job crafting and citizenship crafting, I will then provide a conceptual foundation for understanding how these two types of crafting are interrelated and provide examples that compare and contrast these two forms of crafting actions. Second, I use previous theory and research regarding employee citizenship to build theoretical arguments that describe the implications citizenship crafting will have on employees who engage in OCB. Specifically, in light of recent research indicating that OCB can be both personally enriching and motivating (e.g., Koopman et al., 2016; Lam et al., 2016; Lee, Bradburn, Johnson, Lin & Chang, 2019; Lin et al., 2019), as well as personally draining and distracting (e.g., Bergeron et al., 2014; Bolino & Turnley, 2005; Lanaj et al., 2016), I argue that employees who engage in citizenship crafting will be able to more effectively allocate their personal resources towards OCB, thereby enhancing the personal benefits of OCB, while reducing its personal costs. Third and finally, drawing on the different types of OCB identified in the literature (e.g., helping, courtesy, individual initiative), I explain how some forms of OCB will be more amenable to citizenship crafting than other forms of OCB. By doing so, I provide an important boundary that delineates when citizenship crafting should be most useful and effective. I conclude by discussing the implications my theorizing has for future scholarly work and outlining some directions for future research.

Job Crafting

Research on job crafting has found that these employee-initiated actions are beneficial for individuals and can increase their work engagement, job satisfaction, and work meaningfulness, while at the same time, decreasing their experience of burnout and job strain (Bruning & Campion, 2018; Lazazzara, et al., in press Rudolph et al., 2017; Zhang & Parker, 2019). As such, this line of research suggests that job crafting is an effective way for employees to take control and transform their job in ways that not only make their work more meaningful but also reduce its more unpleasant aspects. Although job crafting is fundamentally about how employees initiate changes to their job based on a desire to improve their work, there have been two primary conceptualizations of job crafting discussed in the literature (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001), with a third conceptualization that seeks to integrate these two approaches (Zhang & Parker, 2019). To provide conceptual clarity surrounding job crafting, I briefly discuss the main aspects of these three different perspectives on job crafting. In this way, I seek to articulate the conceptual foundation for employee crafting and to use it as a theoretical jumping point for more fully developing the construct of citizenship crafting.

The term job crafting originates from scholarly work by Wrzesniewski and Dutton (2001), which provided one of the primary conceptualizations of job crafting. They define it as “*the physical and cognitive changes individuals make in the task or relational boundaries of their work.*” (Wrzesniewski & Dutton, 2001: p. 179). They proposed three ways in which employee craft their job: task crafting, relationship crafting, and cognitive crafting. *Task crafting* describes altering the type of job tasks performed by an employee or altering the number of job tasks that an employee performs. *Relationship crafting* describes employee behaviors that seek to alter who one interacts with and the nature of how one interacts with others. Finally, *cognitive*

crafting describes how one thinks about the work done in his or her job by altering how one views his or her job. Collectively, job crafting behavior—in terms of tasks, relationships, and cognition—is specifically argued to enhance employee meaningfulness and identity.

More recently, Tims and Bakker (2010) integrated job crafting into the Job Demands-Resource (JD-R) model. This is the second major approach to job crafting introduced to the literature. From this perspective job crafting is defined as “*the changes that employees may make to balance their job demands and job resources with their personal abilities and needs*” (Tims, Bakker, & Derks, 2012). The perspective of job crafting proposed by Tims and Bakker (2010) specifically addresses the outcome of how an employee deals with the demands and resources of his or her job and how one attains better person-job fit. Initially, it was argued that employees can craft their jobs by (1) increasing the level of job resources, (2) increasing the level of challenging job demands, and (3) decreasing the level of hindrance job demands. However, additional work by Tims and colleagues (2012) further developed Tims and Bakker’s (2010) original framework by separating increasing job resources into two terms: increasing *structural* job resources and increasing *social* job resources.

Finally, given that these two perspectives on job crafting yielded differing streams of research, a third approach has sought to bridge these two perspectives to create a more integrated framework for understanding job crafting (e.g., Bruning & Campion, 2018; Zhang & Parker, 2019). Specifically, in Zhang and Parker’s (2019) review of job crafting, they attempt to fit the two primary schemes of job crafting into a broader framework. Thus, they argue that job crafting has eight different subdimensions based on three different elements and that these eight subdimensions include the dimensions proposed by both Wrzesniewski and Dutton (2001) and Tims and Bakker (2010). Based on work by Bruning and Campion (2018), they first argue that

job crafting has two subdimensions: *approach crafting* (altering one's job to enrich or expand the job) and *avoidance crafting* (altering one's job to limit or reduce the job). Next, they argue that both approach crafting and avoidance crafting can further be divided between *behavioral crafting* (physically altering one's job) and *cognitive crafting* (altering the way that one thinks about the job), thereby yielding four subdimensions. Finally, they argue that each of the four subdimensions can further be divided into both *resource crafting* and *demand crafting*, which ultimately results in eight different subdimensions of job crafting.

Table 1. Synthesis of the different proposed frameworks of job crafting proposed in the literature based on the dimensions proposed by Zhang and Parker (2019)

Job Crafting			
Approach Crafting		Avoidance Crafting	
Behavioral Crafting	Cognitive Crafting	Behavioral Crafting	Cognitive Crafting
Task Crafting ¹	Cognitive Crafting ¹	Task Crafting ¹	
Relational Crafting ¹		Relational Crafting ¹	
Increasing structural job resources ³		Decreasing the level of hindrance demands ²	
Increasing relational job resources ³			
Increasing the level of challenge demands ²			

Note: 1 represents dimensions proposed by Wrzesniewski and Dutton (2001); 2 represents dimensions proposed by Tims and Bakker (2010); 3 represents dimensions proposed by Tims, Bakker and Derks (2012) that split the dimension of increasing job resources originally suggested by Tims and Bakker (2010) into two dimensions.

According to Zhang and Parker (2019), these dimensions of job crafting are hierarchical, and they argue that job crafting is a higher-order construct that encompasses the eight subdimensions. From this integrated framework, the elements proposed by Wrzesniewski and Dutton (2001) of task crafting, relationship crafting, and cognitive crafting would be considered

behavioral approach resource crafting, behavioral approach demands crafting, and cognitive approach resource crafting. With regard to the job crafting identified by Tims and Bakker (2010), their elements would be classified as *behavioral approach resource crafting, behavioral approach demand crafting, and behavioral avoidance demand crafting.* Table 1 summarizes how these different frameworks complement each other. As indicated here, certain types of crafting, such as task crafting, can be considered both a behavioral approach and behavioral avoidance type of crafting. Further, certain types of crafting, such as relational crafting and increasing relational job resources, have considerable overlap, whereas other types of crafting, such as cognitive crafting, are more distinct forms of crafting compared to other types of crafting proposed in the literature.

Citizenship Crafting

These different perspectives and frameworks provide an overview of how scholars have previously defined, conceptualized, and investigated job crafting in the extant literature. Before defining how citizenship crafting fits within the larger landscape of employee crafting actions, it is also valuable to briefly discuss how job crafting differs from citizenship behavior itself. As noted by Wrzesniewski and Dutton (2001), the primary difference between OCB and job crafting is its purpose or motivation. Specifically, they state, “OCB is mostly targeted at helping others in the organization or the organization itself, whereas job crafting is focused on changing the task and relational landscape to alter work meaning and identity” (Wrzesniewski and Dutton, 2001, p. 190). Thus, whereas employees may have different motives for engaging in OCB—including other-focused motives, like prosocial motivation (Grant, 2007), or self-focused motives, like impression management (Bolino, 1999), or a combination thereof (Grant & Mayer, 2009)—job crafting is driven by the desire to either make one’s job more meaningful and impactful or to

reduce negative elements of one's job. As such, job crafting could overlap with OCB when employees engage in approach-behavioral crafting (e.g., taking on an extra task that seems interesting, or helping a coworker to make a personal connection); however, both cognitive crafting (e.g., thinking about how one's work makes a difference to others) and avoidance-behavioral crafting (e.g., limiting interpersonal contact with a stressful client) are more clearly distinct from OCB because they do not involve enacting behaviors that could be considered citizenship. In other words, they describe the ways employees think about their job or refrain from engaging in certain tasks or interactions, respectively. Therefore, OCB and job crafting are distinct.

Understanding citizenship crafting will provide clarity on how it differs from job crafting. The key distinction between employee job crafting and citizenship crafting is the aspect of the job being crafted: formal task requirements or OCB. Job crafting focuses on how employees influence their formal task requirements that lead to improved employee job fit (Lu, Wang, Lu, Du, & Bakker, 2014; Tims, Derks, & Bakker, 2016); further, job crafting defines how employees reduce, expand, or heighten formal task duties. In contrast, citizenship crafting centers on how employees self-regulate work behaviors they are not formally required to do that benefit the organization; thus, citizenship crafting describes how employees reduce, continue, or heighten informal task behaviors of OCB.

I formally define citizenship crafting as *employee-initiated behaviors and cognitions that seek to enhance/continue or diminish/eliminate employee citizenship behaviors so that they better align with the employee's needs, motives, and preferences*. Central to this definition of citizenship crafting is that an employee must, to some extent, be engaging or willing to engage in OCB. In other words, just as job crafting cannot occur unless an individual has a formal job,

citizenship crafting cannot occur unless some level of OCB is occurring. After providing more conceptual clarity regarding the different dimensions of citizenship crafting, I will provide specific examples that further illustrate the differences and similarities between citizenship crafting and job crafting.

Dimensions of Citizenship Crafting

Like job crafting, which has different dimensions, I argue that citizenship crafting likewise has different dimensions. I propose six different dimensions of citizenship crafting based on the OCB target (i.e., individual or organizational), based on whether the citizenship crafting is approach or avoidance (Bruning & Campion, 2018), and based on whether the citizenship crafting is cognitive or behavioral (Wrzesniewski & Dutton, 2001). Table 2 provides a summary of the six different dimensions of citizenship crafting, along with examples of each.

First, based on OCB research, I differentiate citizenship crafting between individual directed citizenship crafting (i.e., crafting OCB directed at individuals: OCB-I) and organizationally directed citizenship crafting (i.e., crafting OCB directed at the organization: OCB-O). Prior research on OCB has suggested that this is one broad distinction that can be made in employee citizenship behavior (Podsakoff et al., 2009; Williams & Anderson, 1991) and that these two dimensions are latent constructs that capture overall OCB (Hoffman, Blair, Meriac, & Woehr, 2007). OCB-I includes affiliative employee behaviors (i.e., helping) and courtesy behaviors (i.e., preventing work-related problems from occurring with others) and OCB-O includes employee conscientiousness (i.e., going well beyond minimum role requirements of the job), sportsmanship (i.e., willingness to tolerate less than ideal circumstances), and civic virtue (i.e., participating and getting involved with the organization above normal requirements) (Hoffman et al., 2007; Podsakoff, MacKenzie, Moorman, & Fetter, 1990). This distinction is

particularly relevant for citizenship crafting given that some proposed frameworks on employee job crafting have distinguished between relational job crafting and task or structural based job crafting (e.g., Tims et al., 2012; Wrzesniewski & Dutton, 2001). Crafting OCB-I is more relational as it deals with changes in helping and interacting with others; crafting OCB-O is more task and structurally based because it deals with changes in extra-role assignments or volunteering to work longer hours.

Table 2. Types of citizenship crafting

Citizenship Crafting		
Types of Crafting		Example(s)
OCB-I	Approach	Behavioral <i>Continue helping a co-worker who is receptive and grateful</i>
		Cognitive <i>Thinking about how helping a co-worker is beneficial to that individual and his/her career</i>
	Avoidance	Behavioral <i>Stop helping a co-worker who refuses to help you back</i>
OCB-O	Approach	Behavioral <i>Answering emails to clients in the evening only after you have completed your home responsibilities</i>
		Cognitive <i>Thinking about how working on an extra assignment at work is beneficial to your own development</i>
	Avoidance	Behavioral <i>Asking to be removed from a volunteer committee that is causing you stress</i>

Second, based on job crafting research (Bruning & Campion, 2018; Zhang & Parker, 2019), crafting OCB-I or OCB-O can be further distinguished between approach citizenship crafting and avoidance citizenship crafting. Approach citizenship crafting is employee action that continues or enhances an employee's OCB. Avoidance citizenship crafting is employee action

that diminishes or eliminates an employee's OCB. Employee approach and avoidance citizenship crafting can operate in an integrative manner where an individual decides to withdraw from one type of citizenship to enhance another form of citizenship. For example, a highly experienced software engineer may craft his or her citizenship and decide to help senior engineers less and help junior engineers more. However, even when approach and avoidance citizenship crafting operate in tandem there is still a distinct avoidance and approach element to the crafting.

Third, OCB-I and OCB-O approach citizenship crafting can be behavioral or cognitive. Approach behavioral citizenship crafting deals with employees' increasing or continuing the behaviors indicative of OCB (e.g., engaging in more helping or continuing to work late when not required). Approach cognitive citizenship crafting deals with how employees alter the way that they think about their OCB and cognitively enrich their perception of their own OCB (e.g., changing how one thinks about taking on extra duties). For avoidance citizenship crafting, I argue that this type of crafting is only behavioral. Zhang and Parker (2019) proposed that avoidance job crafting can be cognitive in nature, but no empirical research has explored this proposed dimension, and qualitative research by Bruning and Campion (2018) found only avoidance job crafting to be behavioral. Thus, avoidance citizenship crafting does not have a cognitive component.

Differences and Similarities Between Job Crafting and Citizenship Crafting

Based on the definition of citizenship crafting, a summary of the dimensions of citizenship crafting, and an overview of job crafting, I highlight key differences and similarities between job crafting and citizenship crafting: First, both types of crafting are driven by the employee and are self-initiated. Second, both crafting actions have implications for employee well-being. Third, an important boundary condition for job crafting is the level of autonomy

provided by an employee's organization because that will determine the latitude provided to engage in job crafting actions (Wrzesniewski & Dutton, 2001); however, job autonomy is less relevant to citizenship crafting. Citizenship crafting is about altering one's OCB, which is more discretionary. Therefore, regardless of the level of autonomy provided by the job, an employee should have more control over his or her citizenship crafting.

Finally, the relationship that job crafting and citizenship crafting have with OCB differs. Job crafting can manifest itself as an act of OCB, and job crafting is based on the individual motive that explores *why* an employee engages in certain actions, which include acts of OCB. Citizenship crafting, in comparison, seeks to better understand changes in citizenship behaviors and explores the *what, how, when, and who* of employee changes in OCB. Table 3 summarizes the differences and similarities between citizenship crafting and job crafting.

Table 3. Key differences and similarities between job crafting and citizenship crafting

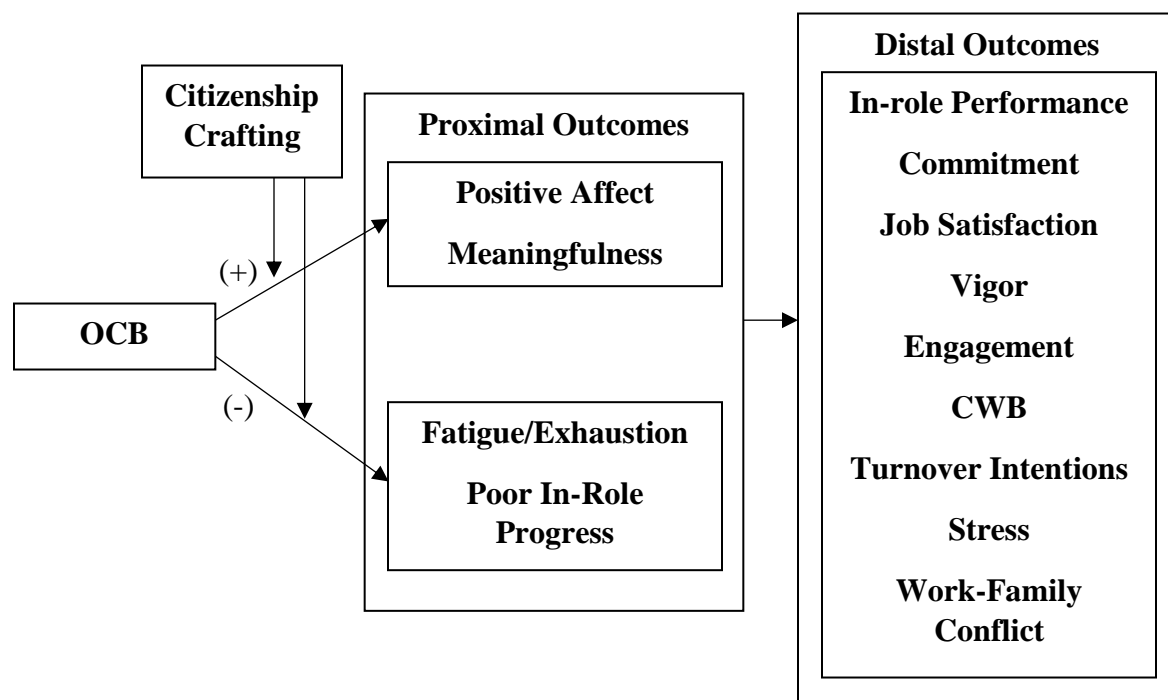
Type of Crafting	Locus of Activity	Source of Crafting	Key Outcomes	Boundaries	Relationship with OCB
Job	Formal job tasks	Employee	Job resources, job demands, meaningfulness, task identity	Can occur in any job but limited by job autonomy	May lead to employee OCB
Citizenship	Extra-role behaviors	Employee	Positive affect, meaningfulness, reduced fatigue/exhaustion, improved in-role performance	Type of OCB (e.g., helping and individual initiative)	Causes changes in employee existent OCB

Enhancing the Benefits and Decreasing the Costs of OCB Through Citizenship Crafting

I now discuss citizenship crafting's effect on employee personal outcomes. As noted earlier, there are personal benefits and costs to employees who engage in OCB. Employees who effectively craft their citizenship should be able to allocate more resources towards personally

beneficial acts of citizenship and reduce resources towards personally costly forms of citizenship. Employees have a finite amount of resources that they can distribute between their different work duties, home responsibilities, and personal needs (Bergeron, 2007). Because citizenship crafting is employee-initiated, employees can craft their citizenship based on specific individual needs and personal characteristics. Using evidence from prior empirical work on the personal outcomes of OCB, I theorize how citizenship crafting can enhance the benefits and reduce the costs of OCB. Figure 1 provides an overview of how citizenship crafting enhances the personal benefits and reduces the personal costs of OCB for employees.

Figure 1. Proposed relationship on how citizenship crafting affects employee personal outcomes



Crafting Citizenship to Enhance the Personal Benefits of OCB

There are two primary, proximal benefits derived from engaging in OCB that citizenship crafting enhances: employee affect and employee meaningfulness. Approach forms of

citizenship should increase the positive effects of OCB on employee affect and meaningfulness. In addition, these two proximal outcomes derived from OCB can then, in turn, result in a host of other positive employee outcomes, such as vigor, job satisfaction, commitment, work engagement, and improved in-role performance. Furthermore, increased employee affect and meaningfulness can also lead to decreased negative employee outcomes, such as work-family conflict, turnover intentions, and stress. Accordingly, I focus on these two key proximal outcomes as mechanisms that explain how citizenship crafting improves employee personal outcomes.

First, while affect is an important antecedent to OCB (Dalal, Lam, Weiss, Welch, & Hulin, 2009; Ilies, Scott, & Judge, 2006), affect is also an important personal outcome of OCB. OCB is one type of prosocial organizational behavior (Bolino & Grant, 2016), and research has found that engaging in prosocial behavior can enhance an individual's affective state and positive emotions (e.g., Keltner, Kogan, Piff, & Saturn, 2014; Koopman et al., 2016; Snippe et al., 2018). For example, helping acts induce positive affect and lead to a "helpers high" (Keltner et al., 2014). Similarly, research by Koopman and colleagues (2016), using an experience sampling study design, found that daily engagement in interpersonally focused OCB increased daily positive affect. They also found that individual promotion focus (i.e., the sensitivity of individuals to focus on resource gain) (Appelt & Higgins, 2010) enhanced the positive relationship between daily OCB and daily positive affect (Koopman et al., 2016). Further, scholarly work has found that in helping episodes at work, when employees help others due to an autonomous motivation (i.e., helping others because one values helping), they experience increased positive affect; however, in helping events, when employees help due to a controlled motivation (i.e., helping others because one feels guilty), they experience decreased positive

affect (Lin et al., 2019). In another study, daily helping increased positive affect, but the relationship was dependent on the employee's trait altruism (Conway, Rogelberg, & Pitts, 2009). Finally, research has found that daily acts of helping and courtesy increase individuals' positive mood; further, individual trait extraversion strengthens the positive relationship between daily helping and individuals' positive mood (Glomb et al., 2011).

These studies highlight the affective consequences of OCB; however, each of these examples also highlights that the effects are not always consistent across individuals or across events. More specifically, they suggest that employees may derive different affective benefits from acts of citizenship based on their motives, personal characteristics, and needs. Therefore, employees who craft their citizenship towards behaviors that are more aligned with their needs, personal characteristics, and motives should enhance the affective outcomes associating with performing OCB. For example, extraverts who craft their citizenship towards more interpersonal helping behaviors should enhance their affective outcomes derived from OCB, whereas introverts may experience enhanced affective outcomes through the performance of OCBs that do not involve socializing with others.

Second, meaningfulness is an important, proximal psychological outcome of employee OCB. Meaningfulness is a subjective psychological state where employees finds that what they are engaging in is significant, valuable, and purposeful (Rosso, Dekas, & Wrzesniewski, 2010). Prior research has found that daily acts of OCB increase meaningfulness at work (Lam et al., 2016). However, like affective outcomes, the effects are not uniform across individuals or work events. For example, the relationship between OCB and meaningfulness at work is strengthened when individuals have high role ambiguity and on days when individuals have high levels of in-role performance (Lam et al., 2016). Thus, like the positive affect that results from OCB, the

meaningfulness derived from acts of citizenship may vary depending on the situation or the individual. As such, crafting actions are a way that employees can increase the meaningfulness associated with being a good organizational citizen. For example, a hospital employee can cognitively craft her conscientious behavior of staying late when not required as making a difference to a client's well-being and thereby increase her meaningfulness at work. Similarly, employees who focus on helping only when they have already successfully completed their in-role tasks should be able to derive more meaning from their extra-role helping behavior.

In summary, employees who engage in citizenship crafting by allocating their resources towards extra-role behaviors that are more aligned with their individual strengths, preferences, and needs, can directly enhance the positive, proximal effects of individual positive affect and individual meaningfulness at work. These proximal outcomes of OCB, enhanced by employee citizenship crafting, will then positively affect several important more distal outcomes such as employee job satisfaction, vigor, work engagement, perceived prosocial impact, and supervisor performance ratings. Likewise, affect and meaningfulness will reduce the more distal, negative effects of OCB, such as burnout, turnover intentions, work-family conflict, and counterproductive work behavior.

Crafting Citizenship to Decrease the Personal Costs of OCB

There are two primary, proximal costs experienced from engaging in OCB that citizenship crafting can mitigate: poor employee in-role progress and employee fatigue/exhaustion. Decreasing the negative personal effects of OCB to poor employee in-role progress and fatigue/exhaustion is accomplished through avoidance forms of citizenship crafting. Diminishing these two proximal consequences from OCB will, in turn, lead to a number of additional positive employee outcomes, as mentioned previously, as well as reduce more distal

negative employee outcomes. Accordingly, I focus on these two key proximal outcomes, as mechanisms that explain how OCB has negative outcomes for employees.

First, prior research has argued and found that OCB can divert employees' attention away from in-role tasks and hamper the progress they make on their formal job assignments (Bergeron, 2007; Bergeron et al., 2013; Koopman et al., 2016). For example, research by Bergeron and colleagues (2013) found that consultants who engaged in OCB reported fewer billable hours, which is their assigned task. Thus, engaging in OCB, for the employees in this sample, reduced their performance on assigned job duties. In another example, the daily engagement of interpersonal OCB was found to decrease employees' daily work goal progress; however, this relationship was attenuated by employees' prevention focus, such that employees with a high prevention focus (i.e., the sensitivity of individuals to focus on resource losses), reduced the effect that engaging in daily OCB had on undermining their daily work goal progress (Koopman et al., 2016). Employees who craft their citizenship so that it does not hurt their in-role work tasks should be better to maintain adequate levels of in-role task performance. For example, an employee who reduces help toward coworkers or reduces effort towards a non-required task when his or her workload is high will reduce the possibility that performing OCB will interfere with making progress on in-role tasks.

Second, OCB can cause employee fatigue/exhaustion, as many types of OCBs are draining and consume employee's effort (Bolino et al., 2013). Employee fatigue/exhaustion is a state of reduced physical, mental, and/or emotional personal resources. Prior research has explored a number of different types of employee fatigue/exhaustion due to employee OCB. For example, research by Bolino and colleagues (2015) explored how OCB can lead to citizenship fatigue (i.e., feeling of being worn out or tired of engaging in OCB). They found that employee

OCB increased employee citizenship fatigue when employees' perceptions of organizational support were low, but that there was no relationship between OCB and citizenship fatigue when perceptions of organizational support were high. In another study, it was found that caregivers (e.g., nurses, social workers) experience emotional exhaustion for helping others who do not reciprocate (Schaufeli, 2006). Research has also found that daily helping is depleting for employees in a non-linear way, such that higher levels of helping are depleting at an increasing rate; further, the curvilinear effect is strengthened when employees have high (vs. low) prosocial motivation (Lanaj et al., 2016). These examples from the literature highlight the effect of employee fatigue/exhaustion induced by OCB.

Similar to the prior studies discussed on the personal outcomes of OCB, these effects are not consistent across employees or settings. In other words, employees often experience different levels of exhaustion/fatigue from OCB based on their individual motives, personal characteristics, and needs. Further, this also suggests that employees who craft their citizenship can reduce the fatiguing and exhausting aspects of citizenship. For example, employees could stop helping a coworker who does not reciprocate, or they could limit their OCB-O when their organization or supervisor is not being supportive. Or an employee may limit helping to one or two events per day to help reduce the depletion experienced from engaging in too much helping.

In summary, research finds that OCB can have personal costs for employees (Bolino et al., 2013). OCB can distract an employee from in-role duties and can be fatiguing/exhausting for the employee. Yet, I argue that employees who craft their citizenship should reduce these proximal, personal consequences of OCB. Furthermore, the negative proximal outcomes of OCB can lead to several other negative employee personal outcomes. For example, studies have found that OCB can lead to employee stress, work-family conflict (Bolino & Turnley, 2005), and

reduced OCB (Bolio et al., 2015). However, these outcomes are likely due to either or both poor in-role performance or employee fatigue/exhaustion due to OCB. Therefore, citizenship crafting should enable employees to navigate around the personal costs of OCB, and those who engage in crafting should be able to better deal with the negative personal outcomes of OCB.

Crafting High Demand Versus Low Demand Types of OCB

Employees can engage in different types of OCB (Klotz, Bolino, Song, & Stornelli, 2018), and different types of citizenship can be more or less time consuming for employees (Bergeron, 2007). I propose that OCB that requires little or no time can be considered a *low demand* OCB, and OCB that requires more time can be considered a *high demand* OCB. For example, courtesy, a type of OCB-I, includes refraining from complaining, which, requires no extra time from employees (although doing so may require some emotional resources). In contrast, conscientiousness, a type of OCB-O, includes coming in on weekends which is much more time consuming for employees. Both OCB-O and OCB-I include behaviors that are typically more time consuming than other behaviors. For example, employee conscientiousness behaviors and affiliative behaviors (e.g., helping) are typically more time consuming than either courtesy or sportsmanship. All of these different types of OCB are important for organizational functioning, but they carry different time demands for employees. In addition, even the same type of OCB can be both a high demand OCB and a low demand OCB, based on the time required to engage in the behavior. For example, helping a coworker could range from a few minutes to several hours. In summary, the demand of the OCB is based on the time required to perform it, and the more time consuming the OCB, the more demanding it becomes.

Employees engage in OCB that are high and/or low in demand, which has implications for the usefulness of their citizenship crafting. The more demanding an OCB, the more important

citizenship crafting becomes—both in terms of the personal benefits and personal costs derived from the OCB. Demanding OCB can facilitate heightened positive emotions and increased work meaningfulness from citizenship crafting compared to low demand OCB. Relatedly, the negative relationship between citizenship crafting and negative personal outcomes of poor in-role performance and fatigue/exhaustion will be strengthened when OCB demand is high (vs. low). Citizenship crafting still applies to low demand OCB, but the benefits of crafting will be less impactful.

Discussion

Although prior scholars have found that employees who engage in OCB can incur both personal gains and losses (e.g., Bolino et al., 2013; Koopman et a., 2016; Lanaj et al., 2018), understanding how employees personally manage their citizenship is an important next step for OCB research. This paper sought to address this issue by proposing citizenship crafting. I build on the job crafting literature and broaden employee crafting to include employee OCB as an important area of one's job that can be crafted. I introduce a new construct, citizenship crafting, and define it as the employee-initiated behaviors and cognitions that seek to enhance/continue or diminish/eliminate employee citizenship behaviors so that they better align with the employee's needs, motives, and preferences. Based on my theorizing of employee citizenship crafting, this is a distinct, unique type of employee crafting from job crafting. Further, citizenship crafting has several different dimensions and can be approach or avoidance oriented, as well as cognitive or behavioral in nature. Citizenship crafting causes employees to have increased personal benefits from OCB and causes employees to have decreased personal costs from OCB. Finally, citizenship crafting is most central to demanding types of OCB. By proposing citizenship

crafting and defining its elements, outcomes, and boundaries my paper makes at least three important contributions to the employee crafting and OCB literature.

First, extensive prior research on job crafting has argued and found that these employee-initiated actions are a useful way for individuals can improve their job (Lazazzara et al., in press; Rudolph et al., 2017; Zhang & Park, 2019). However, employees can craft more than just their assigned work duties. By proposing and defining citizenship crafting, I extend prior conceptualizations of employee crafting to a new, unique aspect of an employee's work experience. In addition, given that prior research has not uniformly defined job crafting (Tims & Bakker 2010; Wrzesniewski & Dutton 2001), by proposing citizenship crafting and differentiating it from job crafting, I identify an important boundary to the current conceptualization of job crafting. More specifically, job crafting involves making behavioral and/or cognitive changes to an employee's in-role job duties, whereas citizenship crafting involves making behavioral and/or cognitive changes to an employee's extra-role behaviors.

Second, most research in OCB has focused on how these behaviors facilitate organizational effectiveness (Bolino, Turnley, & Niehoff, 2004; Organ et al., 2006; Podsakoff, Ahearne, MacKenzie, 1997). However, a growing body of research in the last few years has begun to explore the consequences of OCB for the employees themselves. This more recent research provides a more complete picture of the implications of being a good organizational citizen and has shown that citizenship can be both beneficial and costly for employees. Given our current understanding of OCB, this paper seeks to address how employees can personally manage their OCB through citizenship crafting to reap more of the personal benefits of OCB while also reducing the personal costs of OCB. This perspective speaks to the more nuanced perspective of OCB and seeks to integrate the bright and dark side of employee OCB.

Finally, research that has explored the personal outcomes of OCB has often only considered one type of OCB (e.g., helping) or assessed a global type of OCB (e.g., OCB-I). By differentiating between citizenship behaviors that are more (or less) time-consuming, researchers should be able to more precisely identify and understand the personal benefits and costs of OCB. As discussed earlier, citizenship crafting should be most beneficial for more time-consuming OCB because these behaviors pose the most individual risk to the employee, but also likely yield the greatest rewards. This perspective helps refine understanding of when OCB leads to personal outcomes and to what degree.

Directions for Future Research

My theorizing presents a number of areas for future research. In this paper, I have articulated the elements, outcomes, and boundaries of citizenship crafting; however, future research should explore the sources of citizenship crafting. For example, a likely antecedent of citizenship crafting is leader or manager behavior. Managers who are open to employee citizenship crafting, and who are willing to recognize different types of OCB, are likely to encourage citizenship crafting among their employees. If leaders and managers discount or ignore certain types of citizenship in favor others types of citizenship it may make it difficult for employees to craft their citizenship. Further, leaders and managers who create citizenship pressure (i.e., employee feelings that they should or must engage in OCB) (Bolino et al., 2010) may also hamper employee citizenship crafting by making employees feel pressured to engage in OCB even if employees find it to be distracting or draining. In addition, future research could explore what types of individual differences and motivations predict employee citizenship crafting. For instance, employees with a proactive personality (Crant, 2000) may be more likely to engage in citizenship crafting.

My theorizing also suggests that employees should craft citizenship towards more personally rewarding types of OCB and away from more personally costly types of OCB. However, certain types of OCB may be personally enriching for some employees, while being personally exhausting for other employees. For example, certain employees may enjoy participating in non-required social events, whereas others may dislike these types of events. By allowing employees to craft their citizenship employees will be able to organically decide what types of OCB they prefer to do. Of course, challenges and conflict could arise if all employees in a given organization universally craft away from important OCBs that are central to an organizations functioning. Therefore, while citizenship crafting should generate net beneficial outcomes for employees and organizations, it would be naïve to assume that there are no potential unintended negative consequences. For this reason, future research should consider potential downsides of citizenship crafting and include these in future models in order to develop more comprehensive tests of citizenship crafting.

In addition, an employee's OCB can simultaneously create meaning or enhance positive affect and cause distractions or be draining (Koopman et al., 2016). Future research that examines citizenship crafting should simultaneously explore both positive and negative employee personal outcomes to provide a more complete picture of how citizenship crafting may allow employees to capitalize on the personal benefits of OCB. Scholars who compare net personal gains while also exploring net personal loses will help provide more clarity on citizenship crafting. Likewise, certain types of OCB may cause proximal (short-term) drawbacks for employees but result in more distal (long-term) positive outcomes (e.g., staying late when not required may be draining/exhausting for an employee but could result in more favorable future assignments or more interesting future work), and scholars should consider this in future research

as well. Cognitive citizenship crafting may provide a particularly important way for employees to deal with OCB that has both personal benefits and costs, particularly when there is a time-lag between costs and benefits. When cognitively crafting OCB that has both costs and benefits, employees can re-think why they are engaging in the citizenship act that reminds them of the potential benefits helping reduce the negative outcomes.

Future studies might also explore the timing of when employees engage in OCB as an important way to craft citizenship. For example, prior research has found that acts of kindness increase individual wellbeing, but only if they occur in a cluster (i.e., all on the same day) and are not spread out over time (i.e., over several days) (Lyubomirsky, Sheldon, & Schkade 2005). Employees may consider crafting their citizenship in such a way that they set aside specific moments of time to engage in their OCB to maximize the potential positive personal outcomes. Doing so will also likely reduce feelings of fatigue and distraction. However, clustering one's OCB into one day or afternoon might not be possible for every employee. Further, research has found that daily helping increases employee depletion at an increasing rate, suggesting that too much OCB on a given day may be problematic (Lanaj et al., 2016). Therefore, future research is needed to better understand these conflicting findings to better understand how crafting the timing of one's citizenship affects employee personal outcomes.

Finally, I have suggested that the greatest benefits of citizenship crafting should accrue to those who engage in demanding OCB. Future research should further explore the personal costs and benefits of performing more or less demanding types of OCB. For example, does enacting low demand OCB, such as courtesy, generate positive employee outcomes at the same net gain as enacting more demanding types of OCB, such as helping or conscientiousness? If employees can reap similar overall positive personal outcomes from performing less demanding types of

OCB, based on my theorizing of citizenship crafting, employees would be wise to engage in more of these types low demand OCBs. In general, future research should study more distinct types of OCB to better understand how the demands associated with each type may affect the employees who engage in them.

Essay 2: Citizenship Crafting: Developing and Testing a Scale

Employee organizational citizenship behavior (OCB) is employee behavior that extends beyond what is required by an employee's formal job role (Organ, Podsakoff, & MacKenzie, 2006). There are many different types of OCB, and employee behaviors of helping coworkers, voicing concerns, taking on extra responsibilities, and speaking highly of one's organization are common examples of employee OCB (LePine & Van Dyne, 1998; Organ, 1988). Scholars have found that employee OCB is beneficial to an organization's functioning and to a firm's overall performance (Organ et al., 2006; Podsakoff & MacKenzie, 1997; Podsakoff, Whiting, Podsakoff, & Blume, 2009). However, researchers have argued and found that, for the individual employees, there are both personal costs and benefits to engaging in OCB (Bolino, Klotz, Turnley, & Harvey, 2013; Bolino, Klotz, & Turnley, 2018). Given that there is an organizational benefit to OCB and a potential personal benefit of OCB, it is important for employees to effectively manage their personal performance of OCB to reap the personal benefits but also minimize the personal costs associated with OCB.

Few studies have sought to explain how employees effectively deal with the tension between garnering the benefits of OCB while suppressing the personal costs of OCB. One important way that employees personally manage their activities at work is through crafting actions (Wrzesniewski & Dutton, 2001; Zhang & Parker, 2019). Yet, the employee crafting literature has only focused on how employees craft their in-role behaviors and job duties (i.e., job crafting), not their extra-role behaviors. Therefore, building on the research of job crafting, I propose a new, distinct construct, *citizenship crafting*, that seeks to explain how employees actively craft their OCB to match their personal needs. I define citizenship crafting as *employee-initiated behaviors and cognitions that seek to enhance/continue or diminish/eliminate employee*

citizenship behaviors so that they better align with the employee's needs, motives, and preferences.

Based on this definition of citizenship crafting, and to better understand citizenship crafting, this paper proposes and develops a new scale to measure citizenship crafting. In developing a new scale, I make three important contributions to the OCB and crafting literature. First, I explain the difference between job crafting and citizenship crafting and identify the different dimensions of citizenship crafting. Second, based on my explanation of citizenship crafting, I develop and validate the *citizenship crafting scale* (CCS). Third, through a series of studies (including multiple samples), I demonstrate how the CCS is similar to, but distinct from, job crafting and show how this is a unique but related type of employee crafting.

Differentiating Job Crafting from Citizenship Crafting

I propose that there are two types of employee crafting: job crafting and citizenship crafting. Job crafting is employee action focused on changing an employee's in-role/formal duties, and citizenship crafting is employee action focused on changing an employee's extra-role/citizenship behavior. I build on the job crafting and OCB literature to deductively propose the different dimensions of citizenship crafting. As such, I first discuss prior work on job crafting and then propose how citizenship crafting differs from job crafting. Based on my discussion of the difference between job and citizenship crafting, I then delineate the different dimensions of citizenship crafting.

Job Crafting Versus Citizenship Crafting

Job crafting is an employee-initiated action to change one's job based on an employee's desire to make the job more meaningful, more engaging, or less stressful (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001). Extensive prior research has documented the positive

effects that employee job crafting actions have for employees (for a meta-analysis see Rudolph, Matz, Lavigne, & Zacher, 2017; for a meta-synthesis see Lazazzara, Tims, & de Gennaro, in press). In addition, researchers have suggested several different ways in which employees can craft their job (Zhang & Parker, 2019). For example, employee job crafting includes both behavioral (i.e., altering the way an employee engages in the job) and cognitive (i.e., altering the way an employee thinks about the job) changes to one's job (Wrzesniewski & Dutton, 2001; Zhang & Parker, 2019). Job crafting also includes employee action that expands the job to make the work more enriching (approach crafting) and includes employee action that reduces or eliminates undesirable aspects of the job (avoidance crafting) (Bruning & Campion, 2018; Tims, Bakker, & Derks, 2012). In sum, prior research suggests that there are varied ways that employees can craft their job. Yet, central to all of these different forms of job crafting is the focus on one's assigned job and altering in-role or formal job duties and tasks.

In contrast to job crafting, citizenship crafting describes employee actions focused on changing one's OCB or extra-role behaviors. This includes both citizenship behaviors that benefit the organization (OCB-O) and citizenship behavior that benefit an individual (OCB-I). Citizenship crafting is about altering an employee's current OCB and is not about explaining the cause of employee OCB. In other words, citizenship crafting is not about understanding *why* an individual begins to perform OCB but is fundamentally about *how* an employee changes his or her existing OCB to better align with personal needs, motives, and preferences. However, how employees craft their OCB parallel the different forms of employee job crafting (e.g., cognitive, behavioral, approach, avoidance).

Based on prior OCB research, which suggests two broad targets of OCB, organizational and individual (Williams & Anderson, 1991), I argue that citizenship crafting can be separated

into crafting OCB-I and crafting OCB-O. This distinction is similar to job crafting researchers who distinguish social/interpersonal job crafting from task job crafting (Bruning & Campion, 2018; Wrzesniewski & Dutton, 2001). Next, based on job crafting research, I suggest that for both OCB-I crafting and OCB-O crafting, employees can engage in three different forms of citizenship crafting. These different forms of crafting are: (1) cognitive crafting, (2) behavioral approach crafting, and (3) behavioral avoidance crafting¹. Cognitive crafting describes how employees cognitively rethink the way their OCB constructively affects themselves and others. Behavioral approach crafting defines how employees actively expand or continue the way that they perform their OCB. Finally, behavioral avoidance crafting describes how employees alter their OCB by reducing efforts about performing OCB (e.g., in terms of the amount of OCB they perform, or the time they spend performing them). Table 4 summarizes the different proposed dimensions of citizenship crafting along with examples of each.

Scale Development of Citizenship Crafting

Item Generation and Content Adequacy

The development of the CCS occurred in two phases. In the first phase, I developed the items for the CCS. In the second phase, I collected data to examine the factor structure of the CSS and evaluate its convergent and divergent validity. In what follows, I describe how the items for the scale were developed and refined. Then, I explain how I validated this new measure.

Table 4. Proposed Dimensions of Citizenship Crafting and Examples

¹ Zhang and Parker (2019) argue that with regard to job crafting, employees can engage in cognitive avoidance crafting as well. However, no empirical research has demonstrated the existence of this dimension, and I do not include it as a dimension of citizenship crafting.

Citizenship Crafting			
	Types of Crafting	Example(s)	
OCB-I	Cognitive	<i>Changing how you think about helping co-workers to be more about your own personal development</i>	
	Behavioral	Approach	<i>Continue providing advice to a co-worker who is very receptive</i>
		Avoid	<i>Reducing the amount of help you have been giving to a co-worker who is ungrateful</i>
OCB-O	Cognitive	<i>Changing how you think about an extra assignment as being fundamental to company growth</i>	
	Behavioral	Approach	<i>Putting in more effort for a non-required committee that you enjoy</i>
		Avoid	<i>Stop answering emails in the evening after work hours because it is too disruptive</i>

Sample and Procedure

Item generation. As mentioned previously, to develop the citizenship crafting scale (CCS) a deductive approach was used. Following the recommended procedures of Hinkin (1998) and Schwab (1980), I developed a theoretical definition of citizenship crafting based on the OCB and job crafting literature. Next, based on the definition and proposed dimensions of citizenship crafting, I developed 36 items with the assistance of a subject matter expert. The initial items were easy to understand and consistent in their perspective, as recommended by Hinkin (1998). Next, I presented the 36 items to four business and psychology professors who eliminated any redundant or non-representative items and provided feedback on the need for any additional items, consistent with prior scale development efforts (e.g., Djurdjevic et al., 2017; Ferris,

Brown, Berry, & Lian, 2008). Based on this procedure of item generation a total of 50 items were used for the initial scale and are reported in Table 5.

Table 5. Proposed Items for the Citizenship Crafting Scale (CCS)

OCB-O
<i>Organizational Cognitive Crafting</i>
1. When I am working on a non-required organizational task, I change the way I look at it in order to focus on how I am helping the organization
2. I consider and think about the positive impact my volunteering for extra organizational tasks will have on other individuals within the company
3. I think about how going the extra mile for the organization is beneficial to my growth
4. If I have an extra task for my organization, I think about how this helps me become a more complete employee
5. When I stay late or work after hours for my organization, I think about how this may benefit my coworkers
6. I think about how non-required organizational tasks may benefit my personal development.
7. When staying late or after work hours for my organization, I think about how I am making a positive impression on my colleagues and supervisor.
8. When I think about my non-required organizational tasks I focus on how these types of behaviors help me get ahead in the organization.
<i>Organizational Behavioral Approach Crafting</i>
9. For my organization, I continue volunteering to take on additional, non-required tasks that play to my strengths
10. I keep working on non-required tasks for my organization that do not interfere with my home/family life
11. When I find an extra organizational task to be enjoyable, I give it more time and attention
12. I find myself giving more effort to extra organizational tasks that I find are meaningful to me
13. I give more attention to extra tasks for my organization that I find personally worthwhile
14. I keep volunteering for extra organizational tasks that I have been successful with in the past
15. I keep taking on voluntary organizational tasks that help me get ahead in the organization
16. I give more attention to non-required tasks for my organization that I think will help me get promoted
17. I keep doing non-required tasks for my organization that I think will benefit my career
<i>Organizational Behavioral Avoidance Crafting</i>
18. When I have an extra task for my organization that I don't enjoy, I ask to stop working on it
19. If there is a non-required organizational task that I find personally draining, I try to remove myself from it
20. When a non-required organizational task conflicts with my home/family life, I attempt to stop doing it
21. If I have a non-required task for my organization that doesn't align with my abilities, I try to remove myself from it

22. When I have non-required organizational task that distracts me from my required job duties, I try to stop working on it
23. If I have an extra organizational task that I don't think is meaningful, I try to remove myself from it
24. If a non-required task for my organization won't help me get ahead I try to stop doing it
25. When I have a non-required organizational task that won't benefit my career I try to stop doing it
26. If others do not notice my engagement in a non-required organizational task I give reduced effort to the task.

OCB-I

Individual Cognitive Crafting

27. When I help others, I think about how it will have a positive impact on their career
28. I try to think about how helping others benefits them
29. I change the way I think about helping others to be about creating a work resource
30. I try and think about how helping a coworker can make my job easier in the future
31. When I help others, I try and think about how it will make their life better
32. If I help a coworker, I think about how they may help me in the future
33. When helping others I try and think about how helping others will make me look good

Individual Behavioral Approach Crafting

34. I keep helping coworkers who are appreciative of my help
35. If someone is grateful for my help, I give them more assistance
36. I keep helping co-workers in ways that play to my strengths
37. When I am helping a coworker with something I am good at, I provide additional assistance
38. I keep helping coworkers who also help me in return
39. When helping someone who can assist me in the future, I increase my efforts
40. I keep helping others who can benefit my career
41. I give increased help to those that can make my work easier

Individual Behavioral Avoidance Crafting

42. When coworkers I have helped in the past don't help me back, I avoid helping them in the future
 43. I stop helping coworkers who are ungrateful
 44. I stop helping others who I don't get along with
 45. When helping others is too distracting, I stop doing it
 46. When I am too busy, I am less likely to help others
 47. If helping someone becomes a burden, I stop doing it
 48. I stop helping those who won't help me back
 49. I stop helping others who can't help my career
 50. I stop helping co-workers whose work does not affect my own
-

Content adequacy. Next, to assess the content adequacy of the different proposed items for each dimension, an important condition for construct validity (Anderson & Gerbing, 1991; Hinkin & Tracey, 1999), I subjected the 50 items to an item-sort task (MacKenzie, Podsakoff, &

Podsakoff, 2011). Using an item-sort task is an important step in scale development because it identifies items that are not representative of the construct based on its definition; these items are then eliminated from the initial pool. For the item-sort task, I followed the recommendations first proposed by Anderson and Gerbing (1991) and further elaborated on by Colquitt, Sabey, Rodell, and Hill (2019). An item-sort task presents items for a proposed new scale along with the definition of the scale and its differing dimensions. The items for the new scale are presented to participants, and they are given the definition of each dimension and asked to assign each item to its respective definition (Anderson & Gerbing, 1991; Colbert et al., 2016).

Participants and procedure. The item-sort task was completed by 186 undergraduate business students at a public university in the United States. Participants were given a nominal amount of extra credit for participation. This sample is appropriate for an item-sort task as it is a cognitive task that does not require the participants to understand the phenomena that is being examined (Anderson & Gerbing, 1991; Colquitt et al., 2019; Hinkin, 1998; Schriesheim, Powers, Scandura, Gardiner, & Kankau, 1993). Participants completed an item-sort task for the six different dimensions of the CCS, along with the 50 items generated to measure citizenship crafting. Participants were given the definition of the six subdimensions of citizenship crafting and asked to sort each item into the dimension that fit the item best.

Analysis and Results

This sorting procedure yields two indices: the proportion of substantive agreement (p_{sa}) and the substantive validity coefficient (c_{sv}). The calculations for these indices are given below, where N is the final number of participants, n_c is the number of participants who sorted the item correctly, and n_o is the number of participants that sorted the item into the incorrect category.

$$p_{sa} = n_c / N$$

$$c_{sv} = (n_c - n_o) / N$$

The p_{sa} ranges from 0 to 1, where 0 represents when all participants incorrectly assign an item and 1 represents when all participants correctly assign an item. The c_{sv} ranges from -1 to 1, where -1 represents when all participants incorrectly assign an item and 1 represents when all participants correctly assign an item. To determine acceptable inclusion criteria for retaining items, I followed the recommendations of Colquitt et al. (2019). They developed evaluation criteria for p_{sa} and c_{sv} by taking 112 management scales published in leading management and applied psychology journals between 2010 to 2016 and conducted content validation tests based on Anderson and Gerbing's (1991) recommendations. Then, based on the resulting p_{sa} and c_{sv} values from their study of 112 scales, they developed different distributions of p_{sa} and c_{sv} values of the items in the scales based on the correlation between focal scales and related scales.² Only items that were considered Moderate (i.e., between the 40th and 59th percentile of the distribution of the 112 p_{sa} and c_{sv} item values), Strong (i.e., between the 60th and 79th percentile of the distribution of the 112 p_{sa} and c_{sv} item values), or Very Strong (i.e., above the 80th percentile in the distribution of the 112 p_{sa} and c_{sv} item values) were retained. The p_{sa} and c_{sv} values of all 50 original items are reported in Table 6. For each dimension, I retained three to four items per dimension, thereby resulting in a total of 22 items. These items are bolded in Table 6.

Table 6. Item Assignment Results

OCB-O	Item Assignment Scores	
	P_{sa}	C_{sv}
<i>Organizational Cognitive Crafting</i>		
1. When I am working on a non-required organizational task, I change the way I look at it in order to focus on how I am helping the organization	0.88	0.75

² The evaluation criteria for interpreting content validation statistics developed by Colquitt and colleagues (2019) can be found on Table 5 of page 15 of their manuscript.

2. I consider and think about the positive impact my volunteering for extra organizational tasks will have on other individuals within the company	0.74	0.48
3. I think about how going the extra mile for the organization is beneficial to my growth	0.56	0.12
4. If I have an extra task for my organization, I think about how this helps me become a more complete employee	0.60	0.19
5. When I stay late or work after hours for my organization, I think about how this may benefit my coworkers	0.75	0.51
6. I think about how non-required organizational tasks may benefit my personal development.	0.55	0.10
7. When staying late or after work hours for my organization, I think about how I am making a positive impression on my colleagues and supervisor.	0.63	0.26
8. When I think about my non-required organizational tasks I focus on how these types of behaviors help me get ahead in the organization.	0.63	0.27
<i>Organizational Behavioral Approach Crafting</i>	<i>P_{sa}</i>	<i>C_{sv}</i>
9. For my organization, I continue volunteering to take on additional, non-required tasks that play to my strengths	0.76	0.52
10. I keep working on non-required tasks for my organization that do not interfere with my home/family life	0.69	0.39
11. When I find an extra organizational task to be enjoyable, I give it more time and attention	0.86	0.72
12. I find myself giving more effort to extra organizational tasks that I find are meaningful to me	0.81	0.61
13. I give more attention to extra tasks for my organization that I find personally worthwhile	0.77	0.54
14. I keep volunteering for extra organizational tasks that I have been successful with in the past	0.81	0.61
15. I keep taking on voluntary organizational tasks that help me get ahead in the organization	0.55	0.11
16. I give more attention to non-required tasks for my organization that I think will help me get promoted	0.39	-0.22
17. I keep doing non-required tasks for my organization that I think will benefit my career	0.50	0.00
<i>Organizational Behavioral Avoidance Crafting</i>	<i>P_{sa}</i>	<i>C_{sv}</i>
18. When I have an extra task for my organization that I don't enjoy, I ask to stop working on it	0.86	0.72
19. If there is a non-required organizational task that I find personally draining, I try to remove myself from it	0.83	0.67
20. When a non-required organizational task conflicts with my home/family life, I attempt to stop doing it	0.84	0.69
21. If I have a non-required task for my organization that doesn't align with my abilities, I try to remove myself from it	0.91	0.83
22. When I have non-required organizational task that distracts me from my required job duties, I try to stop working on it	0.91	0.83

23. If I have an extra organizational task that I don't think is meaningful, I try to remove myself from it	0.87	0.73
24. If a non-required task for my organization won't help me get ahead I try to stop doing it	0.85	0.71
25. When I have a non-required organizational task that won't benefit my career I try to stop doing it	0.88	0.76
26. If others do not notice my engagement in a non-required organizational task I give reduced effort to the task.	0.69	0.38
OCB-I		
<i>Individual Cognitive Crafting</i>		
	<i>P_{sa}</i>	<i>C_{sv}</i>
27. When I help others, I think about how it will have a positive impact on their career	0.53	0.06
28. I try to think about how helping others benefits them	0.59	0.17
29. I change the way I think about helping others to be about creating a work resource	0.67	0.33
30. I try and think about how helping a coworker can make my job easier in the future	0.82	0.63
31. When I help others, I try and think about how it will make their life better	0.58	0.15
32. If I help a coworker, I think about how they may help me in the future	0.80	0.59
33. When helping others I try and think about how helping others will make me look good	0.84	0.68
<i>Individual Behavioral Approach Crafting</i>		
	<i>P_{sa}</i>	<i>C_{sv}</i>
34. I keep helping coworkers who are appreciative of my help	0.92	0.84
35. If someone is grateful for my help, I give them more assistance	0.91	0.83
36. I keep helping co-workers in ways that play to my strengths	0.62	0.24
37. When I am helping a coworker with something I am good at, I provide additional assistance	0.75	0.51
38. I keep helping coworkers who also help me in return	0.76	0.52
39. When helping someone who can assist me in the future, I increase my efforts	0.57	0.14
40. I keep helping others who can benefit my career	0.58	0.16
41. I give increased help to those that can make my work easier	0.59	0.17
<i>Individual Behavioral Avoidance Crafting</i>		
	<i>P_{sa}</i>	<i>C_{sv}</i>
42. When coworkers I have helped in the past don't help me back, I avoid helping them in the future	0.93	0.86
43. I stop helping coworkers who are ungrateful	0.95	0.89
44. I stop helping others who I don't get along with	0.95	0.90
45. When helping others is too distracting, I stop doing it	0.81	0.62
46. When I am too busy, I am less likely to help others	0.94	0.88
47. If helping someone becomes a burden, I stop doing it	0.94	0.88
48. I stop helping those who won't help me back	0.82	0.65
49. I stop helping others who can't help my career	0.83	0.66
50. I stop helping co-workers whose work does not affect my own	0.89	0.77

Psychometric Properties of CCS and Proposed Model

Next, using the 22 items that demonstrated sufficient content validity, to assess the psychometric properties of the CCS, I used Samples 2 and 3 to examine the scale's factor structure, reliability, convergent validity, and divergent validity. Based on the recommendations of Hinkin (1998), I used Sample 2 to conduct an exploratory factor analysis (EFA) to determine the initial factor structure of the CCS. To verify the factor structure, I used Sample 3 and conducted a confirmatory factor analysis (CFA). In addition, for both samples, I calculated the internal consistency of the CCS with Cronbach's alpha to make sure that the scale demonstrated adequate internal reliability (Hinkin, 1998).

To assess convergent validity, citizenship crafting should be correlated with theoretically-related constructs but also retain its distinctiveness (Campbell & Fiske, 1959). The construct that is theoretically most related to citizenship crafting is job crafting, and these two variables should be moderately correlated. For discriminant validity, citizenship crafting should be distinct from related constructs (i.e., job crafting). One test of discriminant validity is to model the different constructs into different factor structures that are subsets of each based on the number of factors proposed by the scales. For example, when comparing two one-factor scales, to determine discriminant validity, a one-factor and two-factor model would be created, and model fit would be compared using a chi-squared (χ^2) difference test to determine which model is a significantly better fit for the data. If the one-factor model is a better-fitting model than the two-factor model, the two constructs are not empirically distinct (Kline, 2005); however, if the one-factor model is a better fit, then the constructs are empirically distinct.

Samples and procedures

Participants and procedure. The data for this part of the scale development and validation process came from two different sources, which are described below.

Sample 2. It is recommended that a sample size of at least five times the total number of items is generally necessary to conduct an EFA (Guadagnoli & Velicer, 1988; Kyriazos, 2018). I recruited 170 employees in the U.S. who work 30 or more hours/week to complete a survey via Amazon's Mechanical Turk. Participants worked on average 41.8 hours per week, and fifty-seven percent of participants were male. The average number of participants to items was 7.72, which exceeds the recommended cutoff of at least five. Participants were paid \$1.00, and the survey took approximately 10 minutes to complete. In this sample, participants completed the CCS. Table 7 reports the means, standard deviations, alphas, and correlations for Sample 2.

EFA results. To assess the factor structure of the CCS, I conducted an EFA on Sample 2. Given that there are six dimensions of the CCS, and that they should be intercorrelated, I used an oblique rotation. Based on the EFA, all items had loadings of .50 or higher on their target factor and no cross-loadings greater than .30; thus all 22-items were retained in the scale (Hinkin, 1998). Because one dimension had an Eigenvalue less than one, I also conducted an EFA with five dimensions. However, the five-factor EFA had multiple items with cross-loadings greater than .30, so I retained the six-factor solution. Retaining dimensions with Eigenvalues less than, but close to one, is similar to prior research, given a theoretical reason (e.g., Thompson & Bolino, 2018). Table 8 reports the results of the six-factor EFA.

Table 7. Sample 2: Descriptive Statistics and Variable Intercorrelations

	<i>M</i>	<i>SD</i>	OC	OBA	OBV	IC	IBA	IBV
Organizational Cognitive (OC)	2.98	.88	.75					
Organizational Behavioral Approach (OBA)	3.69	.84	.52**	.87				

Organizational Behavioral Avoid (OBV)	2.98	.91	-.03	.05	.84			
Individual Cognitive (IC)	3.11	.94	.38**	.28**	.23**	.75		
Individual Behavioral Approach (IBA)	3.94	.74	.47**	.61**	.13	.42**	.86	
Individual Behavioral Avoid (IBV)	3.10	.99	-.23**	-.20*	.47**	.25**	.07	.88

Note: $N = 170$. Internal consistency reliabilities (coefficient α) are in boldface on the diagonal.
 ** $p < .01$; * $p < .05$.

Table 8. Principle Axis Factor Analysis (Promax Rotation) for Citizenship Crafting Scale Items

OCB-O							
<i>Organizational Cognitive Crafting (Eigen value = 0.92)</i>							
Items	EFA Factor Loadings						
1. When I am working on a non-required organizational task, I change the way I look at it in order to focus on how I am helping the organization	0.95	-0.03	-0.01	-0.16	0.03	0.14	
2. I consider and think about the positive impact my volunteering for extra organizational tasks will have on other individuals within the company	0.74	0.11	0.03	0.03	0.03	-0.10	
5. When I stay late or work after hours for my organization, I think about how this may benefit my coworkers	0.66	-0.06	-0.03	0.23	-0.06	-0.12	
<i>Organizational Behavioral Approach Crafting (Eigen value = 4.64)</i>							
11. When I find an extra organizational task to be enjoyable, I give it more time and attention	0.02	0.84	-0.02	0.00	0.02	0.05	
12. I find myself giving more effort to extra organizational tasks that I find are meaningful to me	-0.05	0.99	-0.01	0.00	-0.07	0.08	
13. I give more attention to extra tasks for my organization that I find personally worthwhile	-0.08	0.89	0.02	-0.01	0.01	-0.02	
14. I keep volunteering for extra organizational tasks that I have been successful with in the past	0.27	0.58	-0.03	0.07	0.04	-0.08	
<i>Organizational Behavioral Avoidance Crafting (Eigen value = 1.52)</i>							
21. If I have a non-required task for my organization that doesn't align with my abilities, I try to remove myself from it	-0.10	0.00	0.86	0.07	0.01	-0.02	
22. When I have a non-required organizational task that distracts me from my required job duties, I try to stop working on it	-0.16	0.07	0.93	-0.13	0.17	-0.15	

23. If I have an extra organizational task that I don't think is meaningful, I try to remove myself from it	0.31	-0.08	0.80	-0.10	-0.09	0.12
25. When I have a non-required organizational task that won't benefit my career I try to stop doing it	-0.03	-0.03	0.60	0.27	-0.17	0.21
<hr/>						
Eigen value						
OCB-I						
<i>Individual Cognitive Crafting (Eigen value = 1.01)</i>						
30. I try and think about how helping a coworker can make my job easier in the future	0.02	0.02	0.02	0.70	0.17	-0.18
32. If I help a coworker, I think about how they may help me in the future	0.00	-0.02	-0.03	0.83	0.04	0.10
33. When helping others I try and think about how helping others will make me look good	-0.02	0.04	-0.02	0.86	-0.10	0.06
<hr/>						
<i>Individual Behavioral Approach Crafting (Eigen value = 1.83)</i>						
34. I keep helping coworkers who are appreciative of my help	0.00	0.06	-0.01	-0.07	0.88	0.03
35. If someone is grateful for my help, I give them more assistance	0.06	-0.07	0.03	-0.05	0.90	0.02
37. When I am helping a coworker with something I am good at, I provide additional assistance	0.16	0.22	0.08	0.07	0.50	-0.03
38. I keep helping coworkers who also help me in return	-0.11	-0.05	-0.03	0.15	0.86	0.09
<hr/>						
<i>Individual Behavioral Avoidance Crafting (Eigen value = 6.05)</i>						
42. When coworkers I have helped in the past don't help me back, I avoid helping them in the future	0.09	-0.13	-0.01	0.09	0.08	0.81
44. I stop helping others who I don't get along with	-0.07	0.16	0.01	-0.02	-0.07	0.89
46. When I am too busy, I am less likely to help others	0.00	0.09	0.05	-0.09	0.04	0.83
47. If helping someone becomes a burden, I stop doing it	-0.02	-0.05	-0.06	0.03	0.08	0.91

Note: $N = 170$. Numbers in boldface indicate dominant factor loadings.

Sample 3. I recruited 173 employees in the U.S. who work 30 or more hours a week to complete a survey via Amazon's Mechanical Turk. Participants were paid \$1.00, and the survey took approximately 10 minutes to complete. In this sample, participants completed the CCS and job crafting scale. Participants worked on average 42 hours per week, and sixty-six percent of

participants were male. Table 9 reports the means, standard deviations, alphas, and correlations for Sample 3.

Table 9. Sample 3: Descriptive Statistics and Variable Intercorrelations

	<i>M</i>	<i>SD</i>	OC	OBA	OBV	IC	IBA	IBV	IStJR	DHJD	ISoJR	ICJD
OC	3.03	.93	.88									
OBA	3.55	.85	.62**	.86								
OBV	3.21	.87	-.13	.03	.81							
IC	3.05	.96	.38**	.37**	.18*	.88						
IBA	3.84	.77	.30**	.44**	-.06	.29**	.87					
IBV	3.22	.84	-.25**	-.07	.49**	.26**	.07	.78				
IStJR	4.03	.66	.40**	.35**	.04	.24**	.42**	-.03	.84			
DHJD	3.06	.89	-.12	-.07	.57**	.30**	-.14	.52**	.02	.88		
ISoJR	3.09	.91	.61**	.44**	-.15*	.34**	.25**	-.28**	.41**	-.08	.89	
ICJD	3.15	.84	.68**	.55**	-.08	.34**	.36**	-.20**	.56**	-.06	.79**	.82

Note: $N = 173$. Internal consistency reliabilities (coefficient α) are in boldface on the diagonal.

** $p < .01$; * $p < .05$. OC = organizational cognitive crafting; OBA = organizational behavioral approach crafting; OBV = organizational behavioral avoid crafting; IC = individual cognitive crafting; IBA = individual behavioral approach crafting; IBV = individual behavioral avoid crafting; IStJR = increasing structural job resources; DHJD = decreasing hindering job demands; ISoJR = increasing social job resources; ICJD = increasing challenging job demands.

Measures. Participants in both samples responded to all items on a five-point Likert scale (1 = *never* to 5 = *always*). Cronbach's alpha for the different measures ranged from .75 to .89, and each scale's reliability is reported in Table 7 and Table 9 along the diagonal.

Citizenship crafting. I measured citizenship crafting using the 22-item scale developed in Phase 1 for Sample 2. To balance the number of items in each dimension, four total for each dimension, I developed two additional items, one for organizational cognitive crafting and one for individual cognitive crafting, and used a 24-item scale for Sample 3.

Job crafting. In Sample 3, I measured job crafting using Tims et al.'s (2012) 21-item job crafting scale. Some example items include "I decide on my own how I do things," "I try to ensure that my work is emotionally less intense," and "I manage my work so that I try to minimize contact with people whose problems affect me emotionally."

Analysis and Results

CFA results. Using Sample 3, I conducted a CFA of the CCS using Mplus Version 7.11 (Muthen & Muthen, 2013). The loading values for all items were larger than .30 (Hair, Black, Babin, Anderson, & Tatham, 2006), and they were all statistically significant. As expected, the six-factor model provided good fit for the data ($\chi^2 = 407.43$, RMSEA = .064, CFI = .923, TLI = .91). I also tested a variety of five-factor models in which various dimensions of citizenship crafting were allowed to load onto the same latent factor, but the fit of the six-factor model was significantly better than any alternative model. Further, I examined the possibility that a model including second- or third-order latent constructs reflecting the larger categories of citizenship crafting might provide a better fit. However, no model that included a higher-order latent construct fit the data well. Overall, the solution that fit the data best was six, correlated, but distinct forms of citizenship crafting. Table 10 reports the Model fit statistics for the CFA.

Convergent validity. To demonstrate convergent validity, a measure should be correlated with theoretically-related constructs (Hinkin, 1998). Thus, the CCS should be correlated with job crafting, but also be distinct from this construct. Table 9 reports the correlations between the dimensions of citizenship crafting and job crafting for Sample 3. The results suggest that the dimensions of citizenship crafting are correlated with appropriate dimensions of job crafting, and correlations range from $|.68|$ to $|.03|$. The pattern of correlations between the different dimensions of citizenship crafting and job crafting generally correspond with the pattern of correlations within the dimensions of both citizenship crafting and job crafting. For instance, the job crafting dimension of decreasing hindrance job demands (DHJD), an avoidant crafting action, was significantly correlated avoidant citizenship crafting dimensions of OBV and IBV, but uncorrelated to approach citizenship crafting dimensions of OBA and

OBV. Similarly, more approach focused job crafting dimensions such as increasing structural job resources (IStJR), increasing social job resources (ISoJR), and increasing challenge job demands (ICJD) were all significantly and positively related to cognitive dimensions of citizenship crafting, IC and OC, and behavioral approach dimensions, OBA and IBA.

Table 10. Sample 3 Model Fit Comparisons CFA

χ^2	<i>df</i>	RMSEA	AIC	BIC	CFI	TLI	Model
407.43	237	0.064	10393.93	10669.27	0.923	0.91	6-factor model
538.832	242	0.084	10515.34	10774.85	0.866	0.847	5-factor model with OBA and OC together
730.179	242	0.107	10706.68	10966.2	0.779	0.748	5-factor model with IBA and IC together
506.434	242	0.079	10482.94	10742.45	0.88	0.863	5-factor model with OBV and IBV together
736.205	242	0.108	10712.71	10972.22	0.776	0.745	5-factor model with OC and IC together
644.356	242	0.097	10620.86	10880.37	0.818	0.792	5-factor model with OBA and ICA together

N = 173; *df* = degrees of freedom; OC = organizational cognitive; OBA = organizational behavior approach; OBV = organizational behavior avoid; IC = individual cognitive; IBA = individual behavior approach; IBV = individual behavior avoid.

Table 11. Sample 3 Model Fit Comparisons CFA Between Citizenship and Job Crafting

χ^2	<i>df</i>	RMSEA	AIC	BIC	CFI	TLI	Model
180.72	125	0.050	7375.80	7708.10	0.97	0.96	10-factor model
295.58	134	0.083	7472.94	7776.48	0.92	0.89	9-factor model with OC and IStJR
306.04	134	0.086	7483.12	7786.94	0.92	0.88	9-factor model with OBA and IStJR together
247.41	134	0.070	7424.49	7728.31	0.95	0.92	9-factor model with OBV and DHJD
246.13	134	0.069	7423.21	7727.03	0.95	0.92	9-factor model with IBV and DHJD together
381.15	134	0.103	7558.23	7862.05	0.88	0.83	9-factor model with IC and ISoJR together
357.92	134	0.098	7535.00	7838.82	0.89	0.85	9-factor model with IBA and ISoJR together
277.92	134	0.078	7455.00	7758.82	0.93	0.90	9-factor model with OC and ISoJR together
267.53	134	0.075	7444.61	7748.43	0.94	0.91	9-factor model with OC and ICJD together
322.24	134	0.090	7499.32	7803.14	0.91	0.87	9-factor model with OBA and ICJD together

N = 173; *df* = degrees of freedom; OC = organizational cognitive; OBA = organizational behavior approach; OBV = organizational behavior avoid; IC = individual cognitive; IBA = individual behavior approach; IBV = individual behavior avoid; IStJR = increasing structural job resources; DHJD = decreasing hindrance job demands; ISoJR = increasing social job resources; ICJD = increasing challenging job demands.

Discriminant validity. There are six dimensions for citizenship crafting and four dimensions in the Tims et al's (2012) measure of job crafting. While some of the CCS dimensions are correlated above $|.50|$ (cf. Table 9), the correlations between dimensions are

consistent with what has been found with dimensions of job crafting (e.g., Tims et al., 2012; Tims et al., 2013), dimensions of OCB (e.g., Guay & Choi, 2015; Takeuchi, Bolino, & Lin, 2015), and other organizational behavior constructs with multiple dimensions (e.g., Thompson & Bolino, 2018). To demonstrate the discriminant validity of the CCS scale vis-à-vis the job crafting scale, I evaluated the fit of a 10-factor model, in which each factor represented a dimension of citizenship crafting or job crafting. If the dimensions are distinct, the 10-factor model should provide a better fit for the data than alternative models in which different dimensions are allowed to load onto the same latent dimension. Due to a small sample size, compared to the number of factors, I used item parceling (Byrne, 2012; Kyriazos, 2018) by averaging 2-3 items per dimension such that each dimension had two items. My analyses indicate that the 10-factor model provided good fit to the data ($\chi^2 = 180.72$, RMSEA = .05, CFI = .97, TLI = .96) and fit and was significantly better than various alternatives (see Table 11).

I compared the 10-factor solution to other 9-factor solutions by collapsing theoretically and empirically related citizenship and job crafting dimensions. For example, I collapsed the two citizenship crafting dimensions of OC and OBA separately with the job crafting dimension of increasing structural job resources because these actions are all approach in nature and focused on the organization. Similarly, I independently collapsed the two crafting dimensions of IC and IBA with the job crafting dimension of increasing social job resources because they are all behavioral crafting actions focused on individuals. I also collapsed any citizenship crafting or job crafting dimension that correlated higher than $|.50|$.

Supplementary Analysis

I was also interested to know if there existed unique profiles of employee citizenship crafters. Employees may use multiple different citizenship crafting strategies together, as has

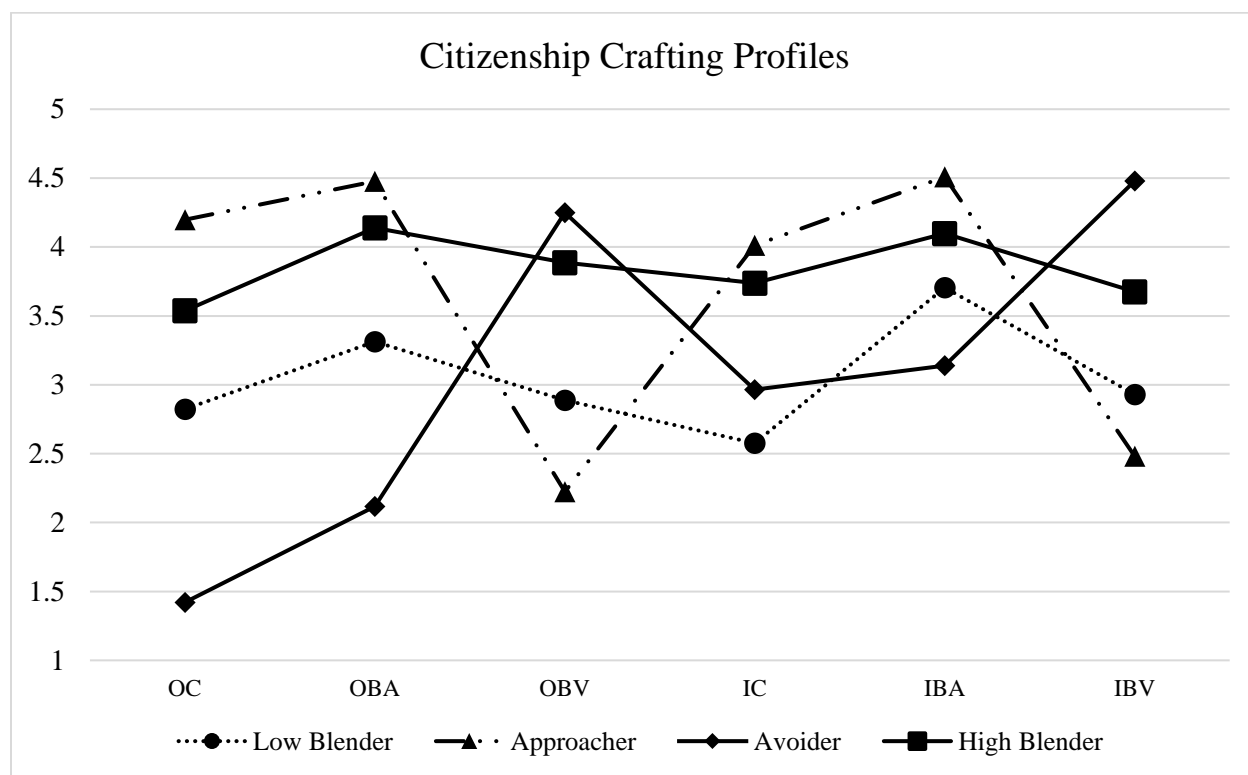
been found with job crafting (Mäkikangas, 2018). Therefore, using latent class analysis in Mplus 7.11, I examined the possibility that different profiles of citizenship crafting exist. Results using the sample from my CFA indicated that a 4-profile solution was a good fit for the data (log-likelihood = -1221.10, AIC = 2508.20, BIC = 2612.64, entropy = 0.838). Table 12 reports the different fit indices. Figure 2 shows the different profiles and how they incorporate different types of citizenship crafting. I found that two profiles used a blending strategy that involved both approach and avoid types of citizenship crafting and that these two profiles were superordinate (i.e., one profile was higher in all of the six different dimensions of citizenship crafting compared to the other). I named the profile that was higher in each crafting dimension a “high blender” and the profile that was lower a “low blender.” Another profile was characterized by individuals who were high in approach types of crafting but low in avoidance types of crafting, which I called “approachers.” Lastly, a profile was comprised of individuals who were high in avoidance types of crafting but low in approach types of crafting; thus, these individuals can be described as “avoiders.”

Table 12. Fit Statistics for Profile Structures in Supplementary Analysis

Number of latent profiles	LL	FP _N	AIC	BIC	SSA-BIC	Entropy
2	-1291.81	19	2621.62	2681.75	2621.59	0.632
3	-1244.86	26	2541.72	2624.01	2541.67	0.802
4	-1221.10	33	2508.20	2612.64	2508.14	0.838

Note: LL=log-likelihood, FP_N= number of free parameters, AIC= Akaike information criterion, BIC= Bayesian information criterion; SSA-BIC= sample-size-adjusted Bayesian information criterion; LMR= Lo-Mendell-Rubin likelihood ratio test.

Figure 2. Citizenship Crafting Profiles



Note: OC = organizational cognitive; OBA = organizational behavior approach; OBV = organizational behavior avoid; IC = individual cognitive; IBA = individual behavior approach; IBV = individual behavior avoid.

Discussion

Research that has looked at the consequences of OCB for employees has documented the personal costs and benefits caused by these behaviors (e.g., Bolion & Turnley, 2005; Koopman et al., 2016; Lanaj et al., 2016). However, research has yet to explore ways in which employees personally manage and balance the performance of OCB. As such, my dissertation represents a first attempt to consider what cognitions and behaviors employees may utilize to self-regulate their citizenship in ways that make going the extra mile less burdensome. The results of these studies suggest that citizenship crafting is a distinct type of crafting that is related to, but

empirically distinct from, job crafting. Further, as expected, the findings indicate that there are six unique dimensions of employee citizenship crafting: (1) organizational cognitive crafting, (2) organizational behavioral approach crafting, (3) organizational behavioral avoidance crafting, (4) individual cognitive crafting, (5) individual behavioral approach crafting, and (6) individual behavioral avoidance crafting. These different dimensions of citizenship crafting are unique, interrelated ways that employees craft their citizenship, and the data from this study does not suggest any second-order or third-order factors. Based on the data from both Samples 2 and 3, it was interesting to find that OBA and OBV crafting were not significantly correlated; similarly, individual OBA and OBV were not significantly correlated. Indeed, the supplementary analysis that explored the different profiles of citizenship crafters suggests different ways in which employees use multiple different crafting strategies together. Some citizenship crafters use behavioral approach crafting in connection with avoidance behaviors but others do not. This pattern is interesting and differs from what Mäkikangas (2018) found with job crafting. There were only two types of job crafting profiles identified in the work of Mäkikangas (2018), active job crafters and passive job crafters, and employees did not vary in their use of different job crafting strategies across the different dimensions.

Practical Implications

In addition to the novel empirical findings of this paper, there are important practical implications as well. Popular business books (e.g., Grant, 2013) and practitioner-oriented outlets such as *Harvard Business Review* (e.g., Bolino & Klotz, 2019) have discussed the importance of being “smart” about helping others and going the extra mile at work. Further, based on Gallup’s national survey of employees, only about a third of employees are actively engaged at work, suggesting that a limited number of employees are willing to go above and beyond at work. In

light of the current dialogue and the need for higher levels of employee engagement in the workplace, this dissertation identifies a way for employees to more effectively self-regulate and manage their citizenship behavior. Indeed, this research helps document and measure the ways in which employees may be more selective or “smarter” about going the extra mile at work in order to make their OCB less taxing, more sustainable, and more enjoyable. Specifically, they do so by not only behaviorally altering their OCB but also by using cognition to regulate how they go beyond the call of duty at work.

Limitations and Directions for Future Research

This research is not without its limitations. First, while this research aimed to empirically demonstrate the difference between citizenship crafting and job crafting and to develop an instrument to measure citizenship crafting, additional research on citizenship crafting is needed. Understanding the antecedents of citizenship crafting would be a beneficial next step for citizenship crafting research. For example, what types of employees are more likely to craft their citizenship? Or, what types of organizational factors, such as leadership, predict employee citizenship crafting? There likely exist different antecedents for the different dimensions of citizenship crafting. For example, proactive personality may likely be an antecedent for behavioral approach citizenship crafting dimensions but is likely uncorrelated or negatively correlated with behavioral avoidance citizenship crafting dimensions. Similarly, leader behaviors may be more important for organizationally-focused citizenship crafting dimensions compared to individually-focused citizenship crafting dimensions. In sum, future research should more fully explore the antecedents of citizenship crafting to better understand this new construct.

Second, this research only measured citizenship crafting for employees at one point in time. Just as employee OCB (e.g., Gabriel et al., 2018; Koopman et al., 2016) and job crafting

(Demerouti et al., 2015) can change in a daily manner, and over an employee's career, citizenship crafting is likely a dynamic employee action. A longitudinal study, or daily study design, of employee citizenship crafting would be an important next step to better understand how employees craft their citizenship. Indeed, a daily perspective on employee organizational behaviors can yield novel and interesting insights (Kelemen, Matthews, & Breevaart, 2020). For example, theoretical work suggests that citizenship motives and behaviors of organizational newcomers are different than the citizenship motives and behaviors of more seasoned employees (Bolino, Harvey, Bachrach, 2012). This suggests that there may exist differences in how employees early in their position craft their citizenship compared to when they have more tenure. Perhaps new employees are more likely to engage in approach citizenship crafting actions, whereas employees with more tenure may use more of a balanced approach to citizenship crafting, using both avoid and approach behaviors. Similarly, employees early in their career may see OCB as a way to get ahead in the organization (Bolino, 1999) and cognitively craft their citizenship as a way to help them reach their future career goals and may be less likely to do so later on in their career.

Third, because this paper focused on developing a scale to measure citizenship crafting it did not explore how citizenship crafting may affect the relation between OCB and individual employee outcomes. Most urgently, future research should examine the moderating role of citizenship crafting between OCB and employee well-being outcomes. Based on prior research OCB can increase job satisfaction and positive affect (Glomb et al., 2011; Koopman et al., 2016; Lin et al., 2019), but how might citizenship crafting affect this relation? Those who craft their citizenship should have increased levels of positive well-being outcomes. OCB can also lead to negative well-being outcomes such as stress and fatigue (Bolino & Turnley, 2005; Bolino et al.,

2015; Lanaj et al., 2016), and citizenship crafting should also be able to reduce these effects.

Future research should seek to better understand how citizenship crafting and OCB interactively affect an employee's well-being.

Conclusion

This paper sought to develop a scale to measure a new construct—employee citizenship crafting. Across two samples, the findings of this study demonstrate that citizenship crafting is a unique form of crafting, distinct from an established measure of job crafting. The studies likewise found that there are six unique, but related, citizenship crafting actions that employees use. As such, this work is one of the first to identify some specific ways that employees personally regulate their OCB. Lastly, this study provides a new, reliable and valid measure – the CSS – that should advance theory and research on employee OCB.

Essay 3: Employee Citizenship Crafting: Unlocking the Personal Benefits and Decreasing the Personal Costs of Organizational Citizenship Behavior

Organizational citizenship behavior is employee behavior that goes beyond one's required duties, is beneficial to the organization, and is not explicitly rewarded by the organization (OCB; Organ, 1988). OCB is important for an organization's functioning (Podsakoff, Whiting, Podsakoff, & Blume, 2009) and includes employee behaviors such as volunteering to take on additional assignments, staying late to finish a project when not required, working from home to meet an important deadline, helping a coworker with a problem, providing encouragement to a coworker, and so forth (LePine & Van Dyne, 1998; Organ, Podsakoff, & MacKenzie, 2006; Smith, Organ, & Near, 1983). The behaviors associated with OCB have been found to provide personal benefits to employees, such as increased job satisfaction (Bateman & Organ, 1983; Glomb, Bhanve, Miner, & Wall, 2011; Koopman, Lanaj, & Scott, 2016) and job meaningfulness (Lam, Wan, & Roussin, 2016); however, OCB has also been found to have personal costs for employees such as work-family conflict (Bolino & Turnley, 2005; Halbesleben, Harvey, Bolino, 2009), fatigue (Bolino, Hsiung, Harvey, & LePine, 2015), and depletion (Lanaj, Johnson, & Wang, 2016). Thus, for employees, there are both personal benefits and costs to engaging in OCB (Bolino, Klotz, Turnley, & Harvey, 2013; Bolino, Klotz, & Turnley, 2018). Given the conflicting personal outcomes that are associated with performing OCB, it is imperative to understand how employees who go the extra mile can deal with the potential costs of doing so.

In this final paper, I integrate self-regulation theory (Gollwitzer, 1990; Lord, Diefendorff, Schmidt, & Hall, 2010) and the job crafting literature (Wrzesniewski & Dutton, 2001; Zhang & Parker, 2019) to understand how employees effectively deal with the personal consequences of

OCB. Self-regulation theory explains how individuals create, attain, and maintain personal goals and desired states (Vancouver, Weinhardt, & Schmidt, 2010). In addition, this theoretical perspective is useful for understanding how employees deal with the personal consequences of engaging in OCB (Bolino, Harvey, & Bachrach, 2012). Based on self-regulation theory, I propose that employees who engage in citizenship crafting, a type of employee crafting focused on extra-role behaviors, are better able to align their OCB with their needs and motivations and thereby attain better personal outcomes. Thus, whereas prior scholars have documented a number of personal benefits and costs associated with performing OCB (e.g., Bolino, Turnley, Gilstrap, & Sauzo, 2010; Glomb et al., 2011; Lam et al., 2016) the third paper in my dissertation will explore how employees can proactively enhance the personal benefits of OCB, while reducing the personal costs. Specifically, I will explore personal outcomes related to employee well-being.

This third paper will make at least three important contributions to the literatures on OCB, job crafting, and employee well-being. First, while several empirical studies have explored the personal consequences of OCB, researchers have yet to examine how employees may be able to proactively manage these personal outcomes. Understanding how employees deal with the personal consequences of OCB is an important next step for OCB research because it can shed light on how engaging in OCB can be more rewarding and less taxing, thereby making it more sustainable. This has both theoretical and practical implications by integrating the dark and bright side of OCB research. Self-regulation theory provides a useful theoretical lens to understand how this is done by underscoring the motivation of employees to align their behaviors to their specific needs.

Second, empirical research on employee job crafting has highlighted how this employee-initiated action can increase employee meaningfulness and work engagement and reduce burnout

and job strain (Lazazzara, Tims, & Gennaro, in press; Rudolph, Matz, Lavigne & Zacher 2017; Zhang & Parker, 2019); however, prior research has not empirically tested crafting actions that are focused on employees' extra-role behaviors (i.e., citizenship crafting). Thus, this paper will extend research on job crafting and show how this concept can be extended to the context of citizenship behavior. I argue that there are two overarching types of employee crafting: job crafting (which corresponds with in-role behavior) and citizenship crafting (which corresponds with extra-role behavior). Job crafting and citizenship crafting are both important in light of prior research showing that both in-role and extra-role behavior contribute to organizational effectiveness (Podsakoff et al., 2009).

Third and finally, understanding the sources and causes of employee well-being has long been of interest to organizational researchers (e.g., Ilies, Schwing, & Heller, 2007; Meyer & Maltin, 2010), and it has important implications for both scholars and practitioners alike. The predominant focus of prior OCB research has been on identifying its antecedents (Organ & Ryan, 1995), and only recently have researchers sought to understand the implications of OCB for individuals. Prior research shows that OCB affects employee well-being (e.g., Bolino & Turnley, 2005; Glomb et al., 2011; Lam et al., 2016), and citizenship crafting may potentially influence the link between OCB and employee well-being. In the following sections, I first discuss self-regulation theory and citizenship crafting and develop my theoretical model. I then describe my proposed research design. Finally, I conclude by discussing my findings, addressing their theoretical implications, and identifying some avenues for future research.

Self-Regulation Theory

Self-regulation theory is a personal, conscious and unconscious management system that individuals utilize to guide their behaviors, thoughts, and feelings to attain a desired personal

state or outcome (Baumeister, Schmeichel, & Vohs, 2007). Self-regulation is a continuous process of planning, acting, and evaluating one's actions and outcomes to gain or maintain a desired end state (Austin & Vancouver, 1996; Lord et al., 2010). As such, self-regulation is a cyclical process that describes how people strive for their desired personal state or goal and process feedback about their goal progress (Vancouver & Day, 2005). Another important aspect of self-regulation theory is that not all individuals self-regulate as well as others and as a consequence, some individuals can arrive at end states that violate their desired goals or desires (Baumeister et al., 2007).

Prior research suggests that there are four phases of self-regulation (Gollwitzer, 1990; Markus & Wurf, 1987). First, there is a pre-decisional phase where individuals consider their end state or goal. Second, there is a pre-actional phase where individuals evaluate and contemplate how they can attain their desired state or goal. Third, there is an actional phase where individuals strive to reach their end state or goal and adjust their behavior based on goal progress and resistance. Fourth and finally, there is a post-actional phase where individuals evaluate their end state and revise their goals to better assist them to reach their goals moving forward.

Although each of these phases is important to understand employee OCB (Bolino, et al., 2012), I focus specifically on the actional phase of self-regulation theory to understand how employees adjust or determine to continue to engage in OCB so that they can attain their desired end state or goal. In particular, I argue that during the actional phase of self-determination, employees who adjust their OCB to better align the behavior of their desired end state, or continue performing OCB in ways that in line with their desired end state, are more likely to experience enhanced personal well-being; however, employees who fail to make adjustments, or continue performing OCB in ways that are inconsistent with their desired end states, will

experience diminished personal well-being. To understand how employees self-regulate their OCB, I draw on the job crafting literature (Wrzesniewski & Dutton, 2001) and theorize that employees regulate their OCB through citizenship crafting. In other words, those who engage in citizenship crafting adjust their behavior during the actional phase and are thereby more likely to attain positive end states and avoid negative end states. To more fully explain the self-regulation process that underlies citizenship crafting, I briefly define citizenship crafting below and discuss its primary components.

Citizenship Crafting

I propose that there are two key forms of employee crafting actions: job crafting and citizenship crafting. The primary difference between these two types of employee crafting is the target being crafted. Employee job crafting was first proposed by Wrzesniewski and Dutton (2001), and the target of job crafting is in-role behavior (e.g., formally assigned tasks). While different conceptualizations and frameworks of job crafting have been proposed in the literature (e.g., Bruning & Campion, 2018; Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001; Zhang & Parker, 2019), job crafting is fundamentally about how individuals proactively alter their in-role/formal jobs to attain better job fit (Lu, Wang, Lu, Du, & Bakker, 2014; Tims, Derks, & Bakker, 2016). In contrast to employee job crafting, employee citizenship crafting focuses on how employees self-regulate their non-required or discretionary work behaviors. Thus, as the label implies, the target of citizenship crafting is the employee's OCB.

Employee citizenship crafting causes employees to enhance/continue their OCB or diminish/stop their OCB. Fundamentally, citizenship crafting is an employee-initiated action that seeks to change or continue OCB that employees find personally rewarding. Citizenship crafting is not about understanding the cause of OCB but rather about understanding how employees

adjust and appraise the current state of their citizenship behaviors. Citizenship crafting can be broken down along three dimensions, and there are six forms of employee citizenship crafting actions. These six different dimensions are related to the distinct ways employee craft their citizenship. I discuss the different types of citizenship crafting and provide examples to highlight this important form of employee self-regulation.

First, citizenship crafting can be divided between crafting organizationally-directed citizenship behaviors (OCB-O) and crafting individually-directed citizenship behaviors (OCB-I). Next, citizenship crafting can include both changes in an employee's behavior of OCB (i.e., the examples listed below are examples of behavioral citizenship crafting) as well as changes in an employee's cognitions of OCB. For example, an employee may change the way that he or she sees taking on extra assignments at work as an opportunity to develop unique knowledge, skills, or abilities. Finally, for citizenship crafting behaviors, citizenship crafting can be approach in nature (i.e., an employee increases or continues engaging in a certain type of OCB) or avoidance in nature (i.e., an employee reduces a certain type of OCB). For example, an employee who finds helping a certain coworker as personally rewarding may increase the help provided to this particular person. Conversely, if an employee finds helping a particular coworker to be depleting, he or she may engage in citizenship crafting to stop helping that individual. Citizenship crafting can increase or decrease an employee's OCB, but ultimately, it is about aligning an employee's OCB with their individual needs, motives, and preferences. These citizenship crafting actions are self-regulatory and align OCB with personal needs. This self-regulatory process should allow employees to reap more personal OCB benefits and reduce personal costs associated with OCB.

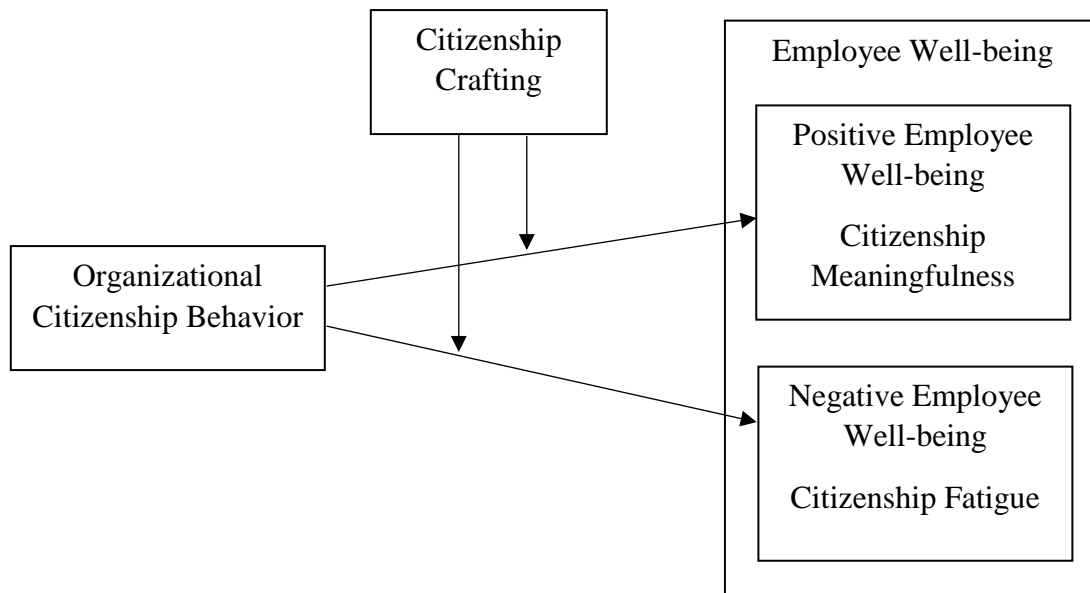
OCB and Employee Well-Being: The Moderating Role of Citizenship Crafting

As mentioned previously, the dominant empirical focus of OCB has been on understanding the antecedents of OCB (Organ & Ryan, 1995). Eventually, researchers began to explore how engaging in OCB could increase organizational effectiveness and increase the performance ratings and career prospects of employees (Podsakoff et al., 2009). More recently, several studies have begun to examine a broader set of employee outcomes that include both positive and negative consequences (e.g., Bergeron, 2007; Bolino et al., 2018; Conway, Rogelberg, & Pitts, 2009; Glomb et al., 2011; Koopman et al., 2016). While prior research has explored several personal outcomes of OCB such as affect (Conway et al., 2009; Koopman et al., 2016), work meaningfulness (Lam et al., 2016), job satisfaction (Koopman et al., 2016), task performance (Bergeron, Ostrogg, Schroeder, & Block, 2014; Bergeron, Shipp, Rosen, & Furst, 2013), and work-family conflict (Bolino & Turnley, 2005; Halbesleben et al., 2009), I focus on employee well-being outcomes that manifest at work. Individual well-being includes the interconnected dimensions of physical, mental, and social wellness (Naci & Ioannidis, 2015). For employees, well-being has been defined as “the overall quality of an employee’s experience and functioning at work” (Grant, Christianson, & Price, 2007, p. 52). Employee well-being includes job engagement (Schaufeli, Taris, & Rhenen, 2008), work-family conflict (Thompson, Andreassi, & Prottas, 2005), job satisfaction (Thompson et al., 2005), affect at work (Schaufelie et al., 2008), work meaningfulness (Wrzesniewski, Dutton, & Debebe, 2003), job stress (Theorell, Karasek, & Eneroth, 1990), and burnout (Fritz & Sonnentag, 2006).

Specifically, I examine the well-being outcomes of employees that are both positive in nature (citizenship meaningfulness) and negative in nature (citizenship fatigue). I include both positive and negative employee well-being outcomes to explore how citizenship crafting

enhances the former and diminishes the latter with regard to the performance of OCB. Figure 3 summarizes my proposed model.

Figure 3. Proposed Model



Indicator of Positive Employee Well-Being

Citizenship crafting should allow employees to enhance the positive effects of OCB on positive indicators of employee well-being at work. Prior research has documented several ways that OCB affects positive employee well-being outcomes. For example, helping others has been found to increase employee affect and job satisfaction (Koopman et al., 2016). It was also found that employee promotion focus (i.e., the sensitivity of individuals to focus on resource gain) enhanced this relation (Koopman et al., 2016). Helping also increases employee affect when enacted with an autonomous motivation (e.g., motivated by personal values), but not when enacted with a controlled motivation (e.g., motivated by guilt) (Lin et al., 2019). Similarly, employee courtesy has been found to increase employee mood and is enhanced when the employee is high in extraversion (Glomb et al., 2011). Finally, daily acts of OCB have been

found to increase work meaningfulness for employees (Lam et al., 2016). However, the effects were not consistent across individuals or days, and among employees with high role ambiguity or on days where employees had high in-role performance, the relationship between OCB and work meaningfulness was strengthened (Lam et al., 2016).

As seen in these examples, the effects of OCB on different positive employee well-being outcomes are not consistent across individuals or specific acts of citizenship. This provides evidence that employees do not experience the same positive well-being outcomes for all acts of OCB. Therefore, employees who can self-regulate their OCB to align with their personal preferences and momentary demands should derive more positive well-being from their OCB. For example, extraverts who craft their citizenship to engage in more courtesy (i.e., touching base with others in the organization when engaging in actions that may affect them) should enhance their mood more when compared to extraverts who do not citizenship craft towards courtesy. Likewise, employees who craft their citizenship such that they only perform OCB when in-role tasks are already completed should experience more work meaningfulness compared to those who allow their OCB to interfere with the accomplishment of in-role tasks. Taken together, citizenship crafting should strengthen the positive relationships between OCB-O and OCB-I and the indicator of positive employee well-being, citizenship meaningfulness.

Hypothesis 1(a-c): Organizational (a) cognitive, (b) behavioral approach, and (c) behavioral avoid citizenship crafting will strengthen the positive relationship between employee OCB-O and employee citizenship meaningfulness.

Hypothesis 2(a-c): Individual (a) cognitive, (b) behavioral approach, and (c) behavioral avoid citizenship crafting will strengthen the positive relationship between employee OCB-I and employee citizenship meaningfulness.

Indicator of Negative Employee Well-Being

Citizenship crafting should likewise allow employees to reduce the negative effects of OCB on indicators of negative employee well-being at work. Prior research has documented that engaging in OCB can harm employee well-being in several ways. For example, employee OCB of staying late and working on weekends has been found to increase work-family conflict, job stress, and role overload (Bolino & Turnley, 2005). Bolino and Turnley (2005) also found that the relation between OCB and work-family conflict was stronger for women compared to men. Further research has also found that helping increased emotional exhaustion when employees helped those who do not reciprocate (Schaufeli, 2006). Relatedly, there is a curvilinear relationship between helping and employee depletion, such that helping increases depletion at an increasing rate (Lanaj, Johnson, & Wang, 2016); further, it was found that this relationship is stronger among employees with high prosocial motivation. Finally, OCB can cause citizenship fatigue, in which employees feel tired or worn out from performing OCB, especially when employees have low perceived organizational support (POS) but not when they have high POS (Bolino, Hsiung, Harvey, & LePine, 2015).

Thus, like research that explores the positive implications of OCB, the effects of OCB on different negative indicators of employee well-being are not consistent across individuals, and many of these effects are contingent. This provides additional evidence that employees do not experience the same well-being outcomes for all OCB, further suggesting that employees can benefit from self-regulating their OCB through citizenship crafting. Therefore, employees who regulate their OCB to align with personal preferences and demands should be able to reduce negative well-being caused by their OCB. For example, women who craft away from citizenship that involves staying late or working weekends should reduce their work-family conflict

compared to women who do not craft their OCB in this way. Or, employees who craft their helping and only continue helping coworkers who reciprocate, and stop helping those who do not, should have lower emotional exhaustion compared to those who do not craft their OCB in this way. Citizenship crafting should, therefore, reduce the negative relation between OCB-O and OCB-I and the negative employee well-being outcome of citizenship fatigue.

Hypothesis 1(a-c): Organizational (a) cognitive, (b) behavioral approach, and (c) behavioral avoid citizenship crafting will weaken the positive relationship between employee OCB-O and employee citizenship fatigue.

Hypothesis 2(a-c): Individual (a) cognitive, (b) behavioral approach, and (c) behavioral avoid citizenship crafting will weaken the positive relationship between employee OCB-I and employee citizenship fatigue.

Method

Sample and Procedure

The data for this sample came from part-time employees who were attending a large mid-western university. More specifically, potential participants were students enrolled in an upper-division undergraduate course in the school of business. Participation was voluntary, and those who completed surveys received a nominal amount of extra credit. To participate in the study, participants had to be working part-time and agree to complete the surveys. Data were collected in three waves. At Time 1, participants completed demographic information and work-related information. At Time 2 participants completed a measure of citizenship crafting. Finally, at Time 3 participants completed a measure of OCB, citizenship meaningfulness, and citizenship fatigue³.

³ Ideally, the measure of OCB would have been collected at Time 1 from a supervisor or peer. However, the data collection for my dissertation was disrupted by the Coronavirus pandemic, and thus data intended for validation purposes were utilized for testing these hypotheses.

Surveys were spaced about a week apart from each other. A total of 115 participants completed at least one survey, but only 95 participants completed measures of citizenship crafting, OCB, citizenship meaningfulness, and citizenship fatigue; thus, these 95 individuals comprise the final sample used for this study. In the final sample, 53-percent were male, and participants worked an average of 18.7 hours per week. Participants worked in a variety of different positions such as data analyst, flight instructor, office assistant, and retail associate.

Measures⁴

Organizational citizenship behavior. Employee citizenship behavior was rated by the employee in the Time 3 survey. OCB-I and OCB-O were measured using Spector, Bauer, and Fox's (2010) 10-item scale, 5-items for each dimension. Responses on the scale ranged from 1 = *Never* to 5 = *Every day*. Sample items include, "took time to advise, coach, or mentor a coworker" and "worked weekends or other days off to complete a project or task." Cronbach's alpha for this scale was .77 for OCB-I and .78 for OCB-O.

Citizenship crafting. Citizenship crafting was measured using the CCS developed in Essay 2. Employees completed this measure in the Time 2 survey. Cronbach's alpha for the different dimensions of citizenship crafting are reported in Table 13 and ranged from .65 to .78.

Citizenship meaningfulness. Citizenship meaningfulness was measured using an adapted 6-item work meaningfulness scale from May, Gilson, and Harter's (2004). Participants were provided with a definition of OCB and asked to rate the meaningfulness of their OCB. Responses on the scale ranged from 1 = *Strongly disagree* to 5 = *Strongly agree*. Sample items include, "The organizational citizenship behaviors I do on this job are very important to me" and

⁴ I have included the items for the scales used in this study in the Appendix as a reference.

“My organizational citizenship behaviors are personally meaningful to me.” Cronbach’s alpha for this scale was .93.

Citizenship fatigue. Citizenship fatigue was measured using Bolino et al.’s (2015) 6-item scale. Responses on the scale ranged from 1 = *Strongly disagree* to 5 = *Strongly agree*. Sample items include, “The demands of my work interfere with my home and family life” and “Because of going the extra mile for my organization, I feel ‘on edge’ about various things.” Cronbach’s alpha for this scale was .90.

Controls. I included several relevant control variables in my analysis. I included a measure of hours worked per week and employee sex. However, neither control variable significantly predicted either outcome variable. Therefore, based on the recommendations of several scholars (Becker, 2005; Carlson & Wu, 2012; Spector & Brannick, 2011) and to preserve degrees of freedom (in light of my relatively small sample size), I removed these controls from my final analysis. Also, because there was a moderate correlation between some citizenship crafting dimensions and OCB-I and OCB-O, I included the squared OCB-I and OCB-O quadratic terms in their respective analyses, as recommended by several scholars (Busemeyer & Jones, 1993; Cortina, 1993; Lubinski & Humphreys, 1990). As noted by Gardner et al. (2017: p. 629) “a significant interaction effect between ... correlated variables may actually be a masquerading curvilinear relationship.” However, the quadratic OCB terms were not significant in any subsequent analysis and were not included in my final analyses of the data.⁵

Analysis and Results

The means, standard deviations, correlations, and reliabilities of the study variables are reported in Table 13. To test my hypotheses, I used hierarchical linear regression. Because my

⁵ Significant results remained the same with or without any of the controls.

hypotheses deal with moderation, I followed the recommendations of Cohen, Cohen, West, and Aiken (2003). First, I mean centered my predictor and moderator variable to reduce the non-essential collinearity between my independent variables (Echambadi & Hess, 2007). Next, to create my interaction terms, I multiplied the mean-centered variables of OCB-I and OCB-O with their respective dimensions of citizenship crafting. Table 14 reports the results of how the different organizational citizenship crafting dimensions moderate OCBC-O, and Table 15 reports the results of how the different individual citizenship crafting dimensions moderate OCB-I.

Table 13. Descriptive Statistics and Variable Intercorrelations

	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10	11
1. OCB-I	3.77	.57	.77										
2. OCB-O	3.11	.81	.59**	.78									
3. OC	3.53	.65	.43**	.38**	.67								
4. OBA	3.89	.68	.19	.11	.54**	.76							
5. OBV	3.11	.73	-.26*	-.36**	-.33**	-.01	.75						
6. IC	3.27	.72	.07	.10	.18	.09	.16	.76					
7. IBA	4.13	.62	.01	-.13	.20	.44**	.17	.45**	.78				
8. IBV	2.91	.64	-.30**	-.31**	-.27**	-.08	.48**	.31**	.24**	.65			
9. Citiz. Fatigue	2.88	.91	.11	.07	.05	.10	.11	.21*	.11	.19	.90		
10. Citiz. Meaning.	3.84	.85	.52**	.42**	.47**	.32**	-.26**	-.05	.05	-.22**	-.03	.93	
11. Sex	.47	.50	.17	.00	.15	.21	-.09	-.06	.13	-.04	-.09	.19	-
12. Hrs Worked	18.4	7.90	.22	.26	-.04	-.10	-.14	-.05	-.11	-.12	-.03	.16	-.12

Note: $n = 95$ for all correlations, except those involving sex and hrs worked where $n = 88$. Internal consistency reliabilities (coefficient α) are in boldface on the diagonal. ** $p < .01$; * $p < .05$. OC = organizational cognitive; OBA = organizational behavior approach; OBV = organizational behavior avoid; IC = individual cognitive; IBA = individual behavior approach; IBV = individual behavior avoid.

Table 14. Hierarchical linear regression of the moderating role of organizationally focused citizenship crafting on citizenship fatigue and citizenship meaningfulness

	Dependent Variable							
	Citizenship Fatigue				Citizenship Meaningfulness			
	M1	M2	M3	M4	M5	M6	M7	M8
Intercept	2.88** (.09)**	3.00** (.09)**	2.90** (.09)**	2.92** (.10)**	3.83** (.07)	3.90** (.08)	3.86** (.07)	3.83** (.08)
OCB-O	.12 (.13)	.20 (.12)	.14 (.13)	.11 (.13)	.30** (.10)	.34** (.10)	.32** (.10)	.29** (.10)
<i>Citizenship crafting</i>								
OC	.03 (.20)	.07 (.18)	.03 (.19)	.07 (.20)	.34* (.16)	.35* (.15)	.35* (.14)	.34* (.16)
OBA	.10 (.17)	-.01 (.16)	.05 (.17)	.06 (.17)	.19 (.13)	.13 (.13)	.09 (.13)	.18 (.14)
OBV	.20 (.15)	.23 (.14)	.23 (.15)	.22 (.15)	-.08 (.11)	-.05 (.11)	-.02 (.11)	-.07 (.12)
<i>Interactions</i>								
OCB-O x OC		-.60** (.16)				-.32* (.13)		
OCB-O x OBA			-.26 (.17)				-.48** (.12)	
OCB-O x OBV				.18 (.15)				.04 (.12)
R^2	.03	.17**	.06	.05	.31**	.35**	.41**	.31**
ΔR^2		.14**	.03	.02		.04*	.10**	.00

$n = 95$; unstandardized regression coefficients are reported, and standard errors are in parenthesis. * $p < .05$. ** $p < .01$. OCB-O = organizational citizenship behavior focused towards the organization; OC = organizational cognitive crafting; OBA = organizational approach crafting; OBV = organizational avoid crafting.

Table 15. Hierarchical linear regression of the moderating role of individual-focused citizenship crafting on citizenship fatigue and citizenship meaningfulness

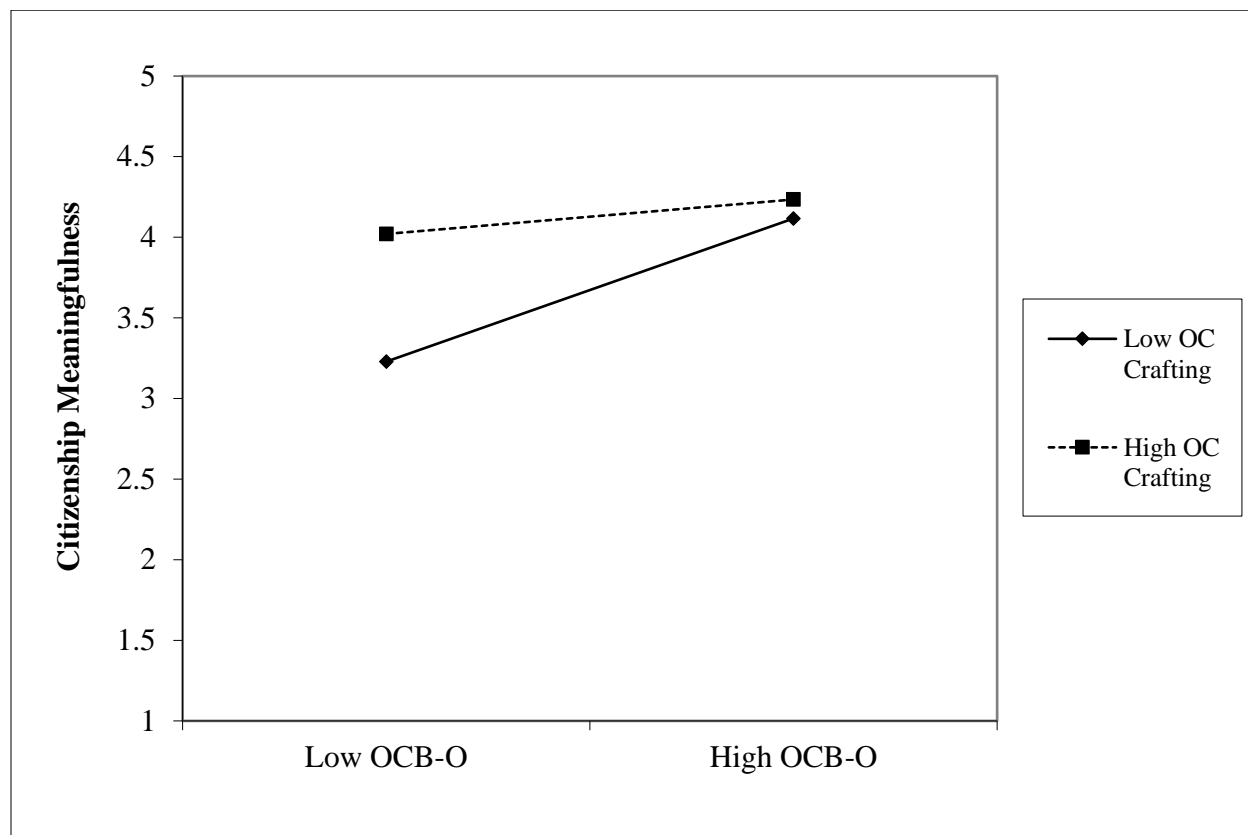
	Dependent Variable							
	Citizenship Fatigue				Citizenship Meaningfulness			
	M1	M2	M3	M4	M5	M6	M7	M8
Intercept	2.89** (.09)	3.89** (.09)	2.89** (.09)	2.91** (.09)	3.84** (.08)	3.84** (.08)	3.86** (.07)	3.83** (.08)
OCB-I	.25 (.17)	.24 (.17)	.23 (.17)	.26 (.17)	.75** (.17)	.75** (.14)	.74** (.14)	.75** (.14)
<i>Citizenship crafting</i>								
IC	.18 (.15)	.17 (.15)	.17 (.15)	.20 (.15)	-.14 (.12)	-.14 (.12)	-.14 (.12)	-.14 (.12)
IBA	.00 (.17)	.00 (.17)	.01 (.17)	-.01 (.17)	.15 (.14)	.15 (.14)	.16 (.14)	.15 (.14)
IBV	.27 (.16)	.26 (.17)	.26 (.16)	.26 (.16)	-.08 (.13)	-.08 (.14)	-.09 (.13)	-.08 (.13)
<i>Interactions</i>								
OCB-I x IC		-.06 (.25)				.01 (.20)		
OCB-I x IBA			-.11 (.23)				-.09 (.19)	
OCB-I x IBV				.20 (.23)				.00 (.18)
R^2	.08	.08	.08	.09	.29**	.29**	.29**	.29**
ΔR^2		.00	.00	.01		.00	.00	.00

$n = 95$; unstandardized regression coefficients are reported, and standard errors are in parenthesis. * $p < .05$. ** $p < .01$. OCB-I = individual organizational citizenship behavior; IC = individual cognitive crafting; IBA = individual approach crafting; IBV = individual avoid crafting.

Based on the results reported in Table 14, Model 6, Hypothesis 1a, which predicted that organizational cognitive crafting would strengthen the relation between OCB-O and citizenship meaningfulness was not supported ($b = -.32$, $p < .05$, $\Delta R^2 = .04$). Although the moderation effect was statistically significant, it was not in the hypothesized direction. Figure 4 shows a graph of the interaction. To further probe the interaction effect, I conducted simple slopes analysis at 1 SD above and below the moderator. Simple slopes analysis reveals that for those low in organizational cognitive crafting, there is a positive relation between OCB-O and citizenship

meaningfulness ($b = .54, p < .01$), but there is no significant relation for those high in organizational cognitive crafting ($b = .12, ns$).

Figure 4. Interaction between OCB-O and organizational cognitive citizenship crafting on citizenship meaningfulness

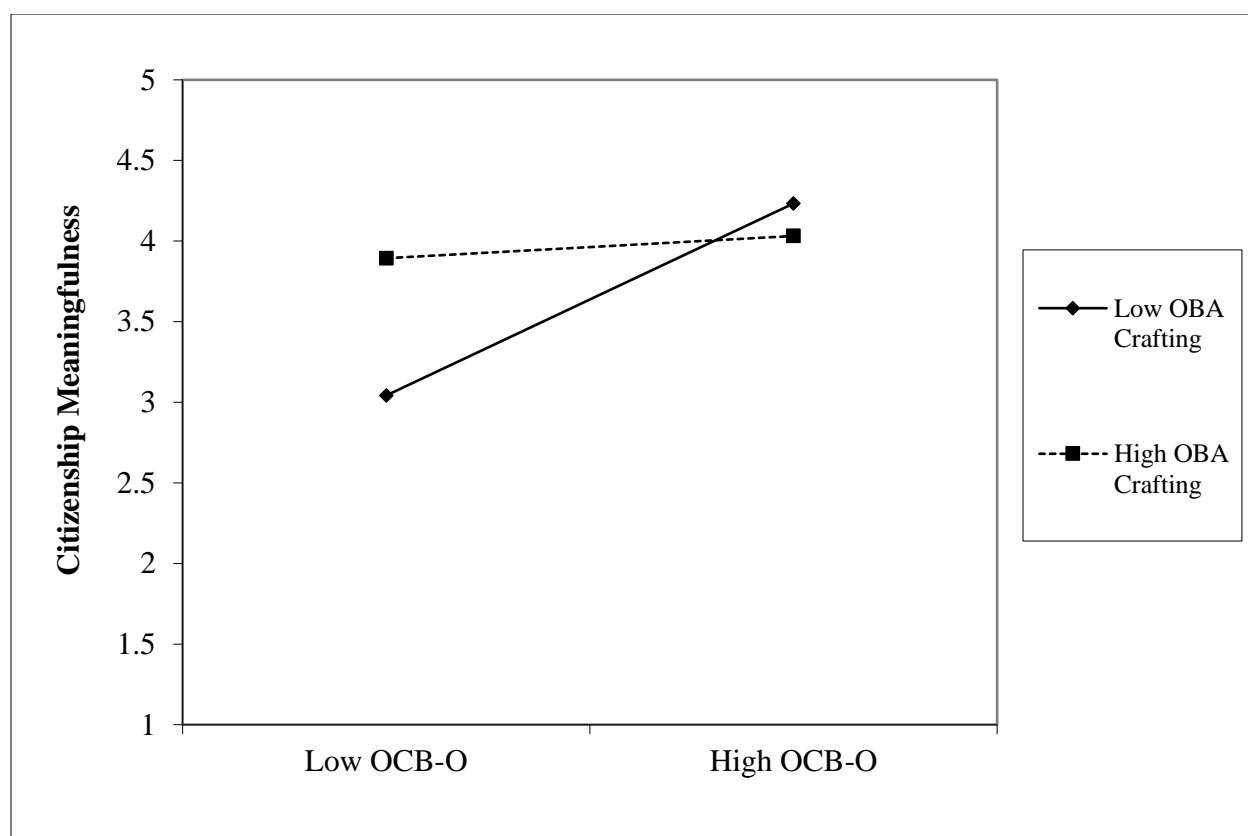


Notes: OCB-O = organizational focused organizational citizenship behaviors; simple slopes at 1 SD below, $b = .54, p < .01$; simple slopes at 1 SD above, $b = .12, ns$.

The results for Hypothesis 1b, reported in Table 14, Model 7, which predicted that organizational behavioral approach crafting would strengthen the relation between OCB-O and citizenship meaningfulness was also not supported ($b = -.48, p < .01, \Delta R^2 = .10$). However, like Hypothesis 1a, the interaction effect was significant but just in the opposite direction than hypothesized. Figure 5 shows a graph of the interaction. To further probe the interaction effect, I conducted simple slopes analysis at 1 SD above and below the moderator. Simple slopes analysis reveals that for those low in organizational behavioral approach crafting, there is a positive

relationship between OCB-O and citizenship meaningfulness ($b = .64, p < .01$), but there is no significant relationship for those high in organizational behavioral approach crafting ($b = -.01, ns$). Hypothesis 1c, reported in Table 14, Model 8, which predicted that organizational behavioral avoid crafting would strengthen the relation between OCB-O and citizenship meaningfulness was not supported ($b = .04, ns$).

Figure 5. Interaction between OCB-O and organizational approach behavioral citizenship crafting on citizenship meaningfulness

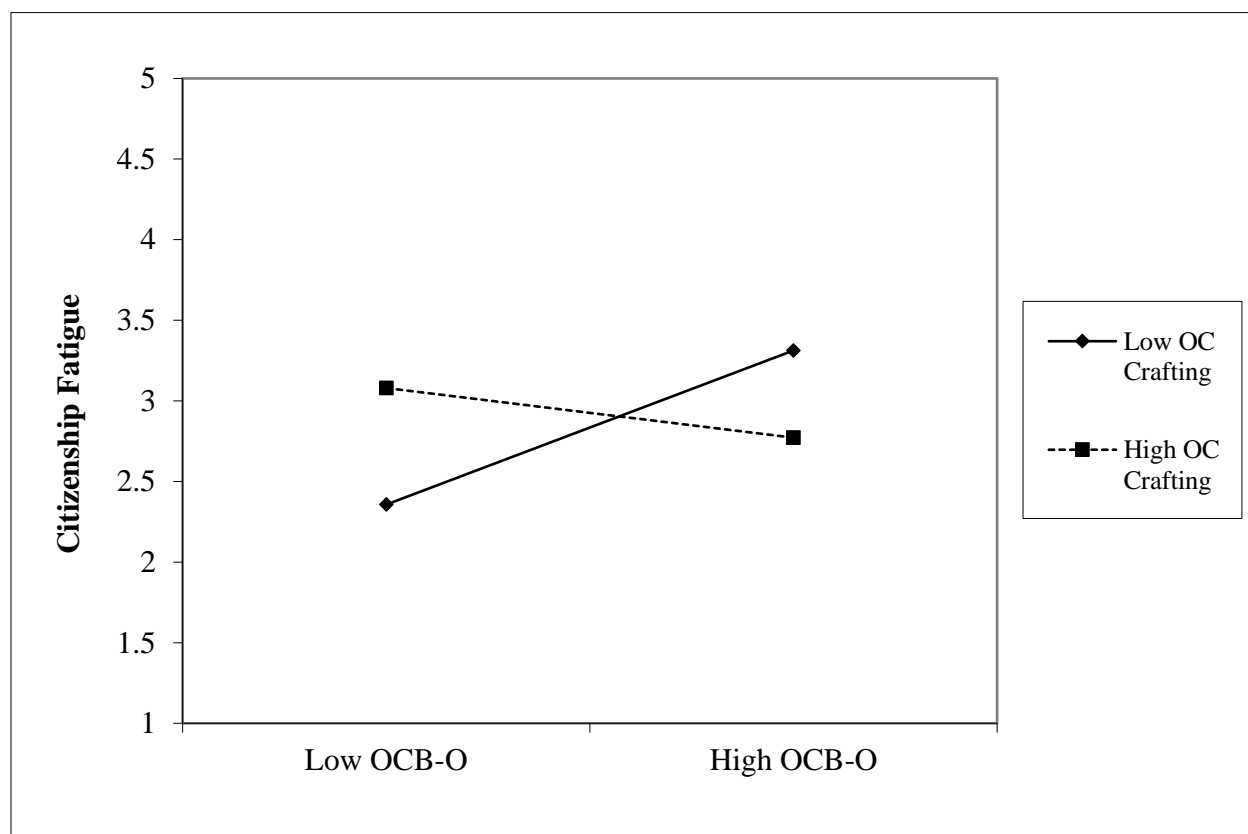


Notes: OCB-O = organizational focused organizational citizenship behaviors; OBA = organizational behavioral approach; the interaction graph is plotted without any other citizenship crafting controls; simple slopes at 1 SD below, $b = .64, p < .01$; simple slopes at 1 SD above, $b = -.01, ns$

Table 15, Models 6 through 8, report the results of Hypotheses 2a-c. Hypothesis 2a, reported in Table 15, Model 6, which predicted individual cognitive crafting would strengthen

the relation between OCB-I and citizenship meaningfulness was not supported ($b = .01, ns$). Hypothesis 2b, reported in Table 15, Model 7, which predicted individual behavioral approach crafting would strengthen the relation between OCB-I and citizenship meaningfulness was also not supported ($b = -.09, ns$). Lastly, Hypothesis 2c, reported in Table 15, Model 8, which predicted individual behavioral avoid crafting would strengthen the relation between OCB-I and citizenship meaningfulness was similarly not supported ($b = .00, ns$).

Figure 6. Interaction between OCB-O and organizational cognitive citizenship crafting on citizenship fatigue



Notes: OCB-O = organizational focused organizational citizenship behaviors; = organizational cognitive; simple slopes at 1 SD below, $b = .57, p < .01$; simple slopes at 1 SD above, $b = -.20, ns$.

Table 14, Models 2 through 4, report the results of Hypotheses 3a-c. Hypothesis 3a, reported in Table 14, Model 2, which predicted organizational cognitive crafting would weaken the relation between OCB-O and citizenship fatigue, was supported ($b = -.60, p < .01, \Delta R^2 = .14$).

Figure 6 shows a graph of the interaction. To further probe the interaction effect, I conducted simple slopes analysis at 1 SD above and below the moderator. Simple slopes analysis reveals that for those low in organizational cognitive crafting there is a positive relation between OCB-O and citizenship fatigue ($b = .57, p < .01$), but there is no significant relation for those high in organizational cognitive crafting ($b = -.20, ns$). Hypothesis 3b, reported in Table 14, Model 3, which predicted organizational behavioral approach crafting would weaken the relation between OCB-O and citizenship fatigue, was not supported ($b = -.26, ns$). Lastly, Hypothesis 3c, reported in Table 14, Model 4, which predicted individual behavioral avoid crafting would weaken the relation between OCB-O and citizenship fatigue, was similarly not supported ($b = .18, ns$).

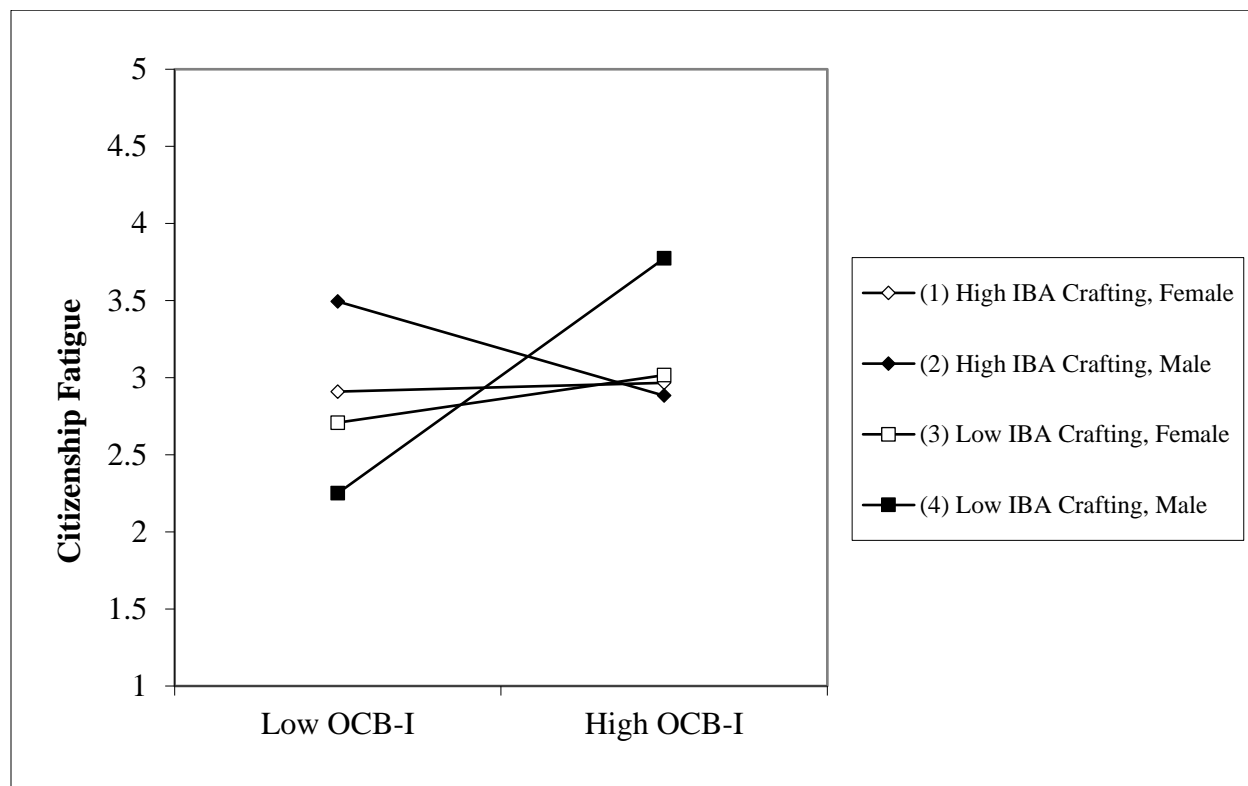
Table 15, Models 2 through 4, report the results of Hypotheses 4a-c. Hypothesis 4a, reported in Table 15, Model 2, which predicted individual cognitive crafting would weaken the relation between OCB-I and citizenship fatigue, was not supported ($b = -.06, ns$). Hypothesis 4b, reported in Table 15 Model 3, which predicted individual behavioral approach crafting would weaken the relation between OCB-I and citizenship fatigue, was also not supported ($b = -.11, ns$). Lastly, Hypothesis 4c, reported in Table 15 Model 4, which predicted individual behavioral avoid crafting would weaken the relation between OCB-I and citizenship fatigue, was similarly not supported ($b = .20, ns$).

Supplementary Analysis

Based on social role theory (Franke, Crown, & Spake, 1997), men may benefit more from individual focused crafting actions because OCB-I, such as helping or listening to others' problems, are behaviors that are commonly expected by women (Thompson, Bergeron, & Bolino, 2020). As such, men may be more sensitive to feelings of citizenship fatigue and citizenship meaningfulness due to their OCB-I when they fail to self-regulate. To test this notion,

I explored three-way interactions between employee sex, the different individual citizenship crafting dimensions, and OCB-I on employee citizenship meaningfulness and citizenship fatigue.

Figure 7. Three-way interaction between OCB-I, individual approach citizenship crafting, and sex on citizenship fatigue

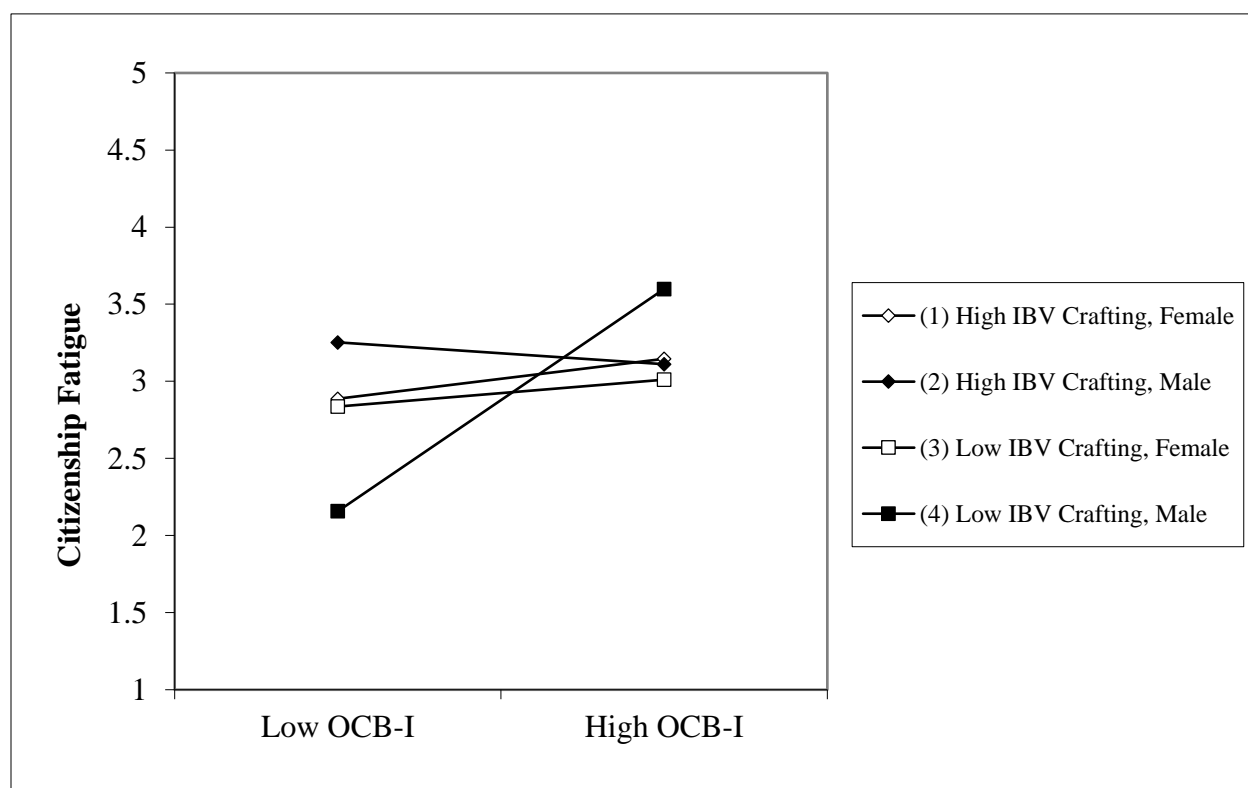


Notes: OCB-I = individual-focused organizational citizenship behaviors; IBA = individual behavioral approach; simple slopes, male low crafting $b = .77$ $p < .01$.

As a result of this exploration, two three-way interactions were found to be significant. There was a significant three-way interaction effect between employee sex, individual behavioral approach crafting, and OCB-I on citizenship fatigue ($p < .01$, $\Delta R^2 = .09$). Figure 7 shows the significant three-way interaction. Simple slopes analysis reveals that only for men who are low (1 SD below) in individual approach crafting is there a significantly positive relationship between OCB-I and citizenship fatigue ($b = .77$, $p < .01$). There was also a significant three-way interaction effect between employee sex, individual behavioral avoid crafting, and OCB-I on

citizenship fatigue ($p < .05$, $\Delta R^2 = .06$). Figure 8 shows the significant three-way interaction. Simple slopes analysis reveals that, once again, only for men who are low (1 SD below) in individual avoid crafting is there a significantly positive relationship between OCB-I and citizenship fatigue ($b = .74$, $p < .05$).

Figure 8. Three-way interaction between OCB-I, individual avoid citizenship crafting, and sex on citizenship fatigue



Notes: OCB-I = individual-focused organizational citizenship behaviors; IVV = individual behavioral avoid; simple slopes, male low craft $b = .74$ $p < .05$.

Discussion

This study is one of the first attempts to document how employees personally manage their OCB. Unfortunately, most of the hypotheses suggested in this study were not supported. Yet, there were several significant interaction effects found that provide insight into the importance of citizenship crafting for employees. The significant interaction effects found explained, on average, 8.2-percent of the variance, ranging from 4 to 14 percent. Thus, these

initial findings suggest that certain types of citizenship crafting are meaningful ways employees can affect their own well-being at work. Organizational cognitive crafting was found to be a particularly important form of citizenship crafting as it moderated the effects of OCB-O to both citizenship fatigue and citizenship meaningfulness. As predicted, those who were low in cognitive crafting had increased fatigue due to OCB-O, but those who were high did not experience fatigue.

However, while organizational cognitive crafting, as well as organizational behavioral approach crafting, moderated the effects of OCB-O to citizenship meaningfulness, the significant effects were not in the hypothesized direction. Based on the regression results and Figures C3 and C4, it seems that these two types of citizenship crafting actions function as substitutes for employee OCB-O in predicting citizenship meaningfulness. Employees high in either of these crafting actions derive high levels of citizenship meaningfulness, regardless of how frequently they engage in organizationally focused OCB. This finding indicates that for employees high in cognitive and/or behavioral approach crafting their OCB-O is more about the quality of citizenship, rather than quantity. Meaning, that regardless of the amount of OCB-O they perform they experience high levels of citizenship meaningfulness. Yet, for those who are low in either of these crafting actions citizenship meaningfulness is more a function of quantity. Meaning that they have increases in citizenship meaningfulness as they increase their OCB-O. Unlike organizational cognitive and organizational behavioral approach crafting, organizational behavioral avoid crafting for OCB-O played no significant role for either citizenship fatigue or citizenship meaningfulness. However, this may be a function of sample size and the general difficulty in detecting interaction effects in field studies (McClelland & Judd, 1993).

Based on my hypothesized relations for OCB-I, the different types of individual focused citizenship crafting seemed unimportant for the relation between OCB-I and employee well-being, as none of the hypothesized effects was supported. However, the post-hoc analysis revealed that for citizenship fatigue individual behavioral approach and avoid crafting may be of particular importance to men. Specifically, I found that men who were low in either individual behavioral approach or avoid crafting had increased fatigue due to OCB-I, but men who were high in either of these crafting behaviors did not experience citizenship fatigue due to OCB-I. This additional finding helps show that individual citizenship crafting may be particularly important for men because they are particularly susceptible to experience fatigue due to OCB-I if they do not regulate this behavior. These effects are also fairly strong given that they explain a moderate amount of variance, 9-percent and 6-percent, respectively.

Practical Implications

Popular press books (e.g., Grant, 2013) and articles (e.g., Bolino & Klotz, 2019) have discussed the importance of finding a balance between being prosocial at work while not getting overextended. While prior scholarly work has done an excellent job of documenting the personal benefits and costs of going above and beyond at work, there has been little empirical work about what employees should or can do about this reality. Therefore, this study helps bridge practitioner and scholarly discussions of employee extra-role and prosocial actions by exploring unique ways employees can personally manage the way they go above and beyond at work. The specific findings in this study have meaningful implications for practicing managers and individual employees alike.

First, for managers, they need to encourage employees to think about how taking on extra tasks, like volunteer assignments, can be enriching, help them develop new skills, and can

benefit their careers. The results from this study find that just changing how one thinks about OCB-O can decrease the fatigue that employees may experience by going the extra-mile. Encouraging employees to think about their OCB-O in new ways can come at a small cost to managers, but it can provide a meaningful difference for employees. Second, managers need to recognize that OCB-I for men who fail to behaviorally craft their OCB-I may have unintended personal fatigue due to these behaviors. Managers should allow autonomy for employees, and particularly men, and need to be aware of how they communicate about OCB-I. It is likely that if employees feel pressure to perform behaviors, something that many employees experience (Bolino et al., 2010), they may not feel like they can craft their citizenship which can have negative repercussions for employee well-being.

From an employee perspective, in terms of OCB-O, employees who cognitively craft or behaviorally approach craft their OCB-O can create meaning from their extra-role behaviors even when they demonstrate relatively low levels of this type of citizenship. For employees who craft their OCB-O in these ways, less is more. By simply crafting their OCB-O, they can generate high levels of citizenship meaningfulness by focusing on citizenship behaviors that are more important for them. Based on the results of this study, the evidence suggests that those who cognitively and behavioral approach craft their OCB-O receive the same amount of citizenship meaningfulness independent of the amount of OCB-O they perform. As prior research has documented the potential personal downsides of OCB (e.g., Bolino & Turnley, 2005) these are likely important ways individuals can manage their OCB.

Limitations and Direction for Future Research

There are limitations to this research as well as important directions for future research. First, this study was conducted using a relatively small sample of part-time, student employees.

Citizenship crafting applies to all employees, so this is an appropriate sample, but future research should seek to replicate these findings using larger samples of full-time employees. Further, in this study, the independent variables of OCB and employee well-being outcomes were collected at that same time point due to the pandemic in the spring of 2020 (cf. Footnote 1). Thus, it is not possible to demonstrate causality, and there may exist a reciprocal relation between OCB and citizenship crafting in predicting employee well-being outcomes. Future research should adopt longitudinal or experimental designs to better assess the suggested casual relations found in this paper.

Also, future research should examine additional types of employee well-being outcomes beyond citizenship fatigue and citizenship meaningfulness. These two well-being outcomes are directly linked to citizenship behavior and share a theoretical link to employee OCB. However, the effects of employee OCB on individual well-being extend to other outcomes at work and home as well. For example, future research may look at employee emotional exhaustion, work-family conflict, job satisfaction, affective commitment, or work meaningfulness. This would help broaden the potential implications of citizenship crafting and demonstrate that citizenship crafting is an important type of employee self-regulation that has implications for all types of employee well-being outcomes.

Research on OCB also suggests that these behaviors are dynamic (Bolino et al., 2012) and fluctuate daily (Gabriel et al., 2018; Koopman et al., 2016) and over an employee's career (Methor, Lepak, Shipp, & Boswell, 2017). Further, job crafting behaviors also fluctuate on a daily basis (Demerouti et al., 2015). Future research could adopt a more dynamic view of how citizenship crafting moderates employee OCB by investigating within-person daily relations or exploring how citizenship crafting moderates employee OCB over an employee's career. For

example, future research could explore the role daily citizenship crafting has on daily OCB. On days that employees craft their citizenship are they more likely to have increase daily well-being? This would help further established the importance of employee self-regulation and show the importance of daily citizenship crafting.

Conclusion

This is one of the first studies to explore how employees personally manage their citizenship behaviors. In a sample of part-time employees, I found that certain types of organizationally focused citizenship crafting can reduce employee citizenship fatigue and increase employees' citizenship meaningfulness. Also, for men, it was found that failing to behaviorally craft OCB-I can result in increased citizenship fatigue. Taken together, this study provides initial evidence of the importance of employee citizenship crafting.

References

- Austin, J. T., & Vancouver, J. B. (1996). Goal constructs in psychology: Structure, process, and content. *Psychological Bulletin, 120*, 338-375.
- Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance. *Journal of Applied Psychology, 90*, 945-955.
- Anderson, J. C., & Gerbing, D. W. (1991). Predicting the performance of measures in a confirmatory factor analysis with a pretest assessment of their substantive validities. *Journal of Applied Psychology, 76*, 732-740. doi: 10.1037/0021-9010.76.5.732
- Appelt, K. C., & Higgins, E. T. (2010). My way: How strategic preferences vary by negotiator role and regulatory focus. *Journal of Experimental Social Psychology, 46*, 1138-1142.
- Bateman, T. S., & Crant, J. M. (1993). The proactive component of organizational behavior: A measure and correlates. *Journal of Organizational Behavior, 14*, 103-118.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of Management Journal, 26*, 587-595.
- Baumeister, R. F., Schmeichel, B. J., & Vohs, K. D. (2007). Self-regulation and the executive function: The self as controlling agent. *Social psychology: Handbook of Basic Principles, 2*, 516-539.
- Bergeron, D. M. (2007). The potential paradox of organizational citizenship behavior: Good citizens at what cost?. *Academy of Management Review, 32*, 1078-1095.
- Bergeron, D. M., Shipp, A. J., Rosen, B., & Furst, S. A. (2013). Organizational citizenship behavior and career outcomes: The cost of being a good citizen. *Journal of Management, 39*, 958-984.
- Bergeron, D., Ostroff, C., Schroeder, T., & Block, C. (2014). The dual effects of organizational citizenship behavior: Relationships to research productivity and career outcomes in academe. *Human Performance, 27*, 99-128.
- Bolino, M. C. (1999). Citizenship and impression management: Good soldiers or good actors?. *Academy of Management Review, 24*, 82-98.
- Bolino, M. C., & Grant, A. M. (2016). The bright side of being prosocial at work, and the dark side, too: A review and agenda for research on other-oriented motives, behavior, and impact in organizations. *Academy of Management Annals, 10*, 599-670.
- Bolino, M. C., & Klotz, A. C. (2019). How to Motivate Employees to Go Beyond Their Jobs. In *Harvard Business Review Guide to Motivating People*. Harvard Business School Publishing Company. Boston, MA.
- Bolino, M. C., & Turnley, W. H. (2005). The personal costs of citizenship behavior: the relationship between individual initiative and role overload, job stress, and work-family conflict. *Journal of Applied Psychology, 90*, 740-748.
- Bolino, M. C., Harvey, J., & Bachrach, D. G. (2012). A self-regulation approach to understanding citizenship behavior in organizations. *Organizational Behavior and Human Decision Processes, 119*, 126-139.
- Bolino, M. C., Hsiung, H. H., Harvey, J., & LePine, J. A. (2015). "Well, I'm tired of tryin'!" Organizational citizenship behavior and citizenship fatigue. *Journal of Applied Psychology, 100*, 56-74.

- Bolino, M. C., Klotz, A. C., Turnley, W. H., & Harvey, J. (2013). Exploring the dark side of organizational citizenship behavior. *Journal of Organizational Behavior, 34*, 542-559.
- Becker, T. E. (2005). Potential problems in the statistical control of variables in organizational research: A qualitative analysis with recommendations. *Organizational Research Methods, 8*, 274-289.
- Bolino, M. C., Klotz, A. C., Turnley, W. H., Podsakoff, P., MacKenzie, S., & Podsakoff, N. (2018). The unintended consequences of organizational citizenship behaviors for employees, teams, and organizations. *The Oxford Handbook of Organizational Citizenship Behavior*, 185-202.
- Bolino, M. C., Turnley, W. H., & Niehoff, B. P. (2004). The other side of the story: Reexamining prevailing assumptions about organizational citizenship behavior. *Human Resource Management Review, 14*, 229-246.
- Bolino, M. C., Turnley, W. H., Gilstrap, J. B., & Suazo, M. M. (2010). Citizenship under pressure: What's a "good soldier" to do?. *Journal of Organizational Behavior, 31*, 835-855.
- Bruning, P. F., & Campion, M. A. (2018). A role–resource approach–avoidance model of job crafting: A multimethod integration and extension of job crafting theory. *Academy of Management Journal, 61*, 499-522.
- Carlson, K. D., & Wu, J. (2012). The illusion of statistical control: Control variable practice in management research. *Organizational Research Methods, 15*, 413-435.
- Campbell, D. T., & Fiske, D. W. (1959). Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological Bulletin, 56*, 81-105. doi: 10.1037/h0046016
- Chiaburu, D. S., Oh, I. S., Berry, C. M., Li, N., & Gardner, R. G. (2011). The five-factor model of personality traits and organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology, 96*, 1140-1166.
- Colbert, A. E., Bono, J. E., & Purvanova, R. K. (2016). Flourishing via workplace relationships: Moving beyond instrumental support. *Academy of Management Journal, 59*, 1199-1223.
- Colquitt, J. A., Sabey, T. B., Rodell, J. B., & Hill, E. T. (2019). Content validation guidelines: Evaluation criteria for definitional correspondence and definitional distinctiveness. *Journal of Applied Psychology, 104*, 1243-1265.
- Conway, J. M., Rogelberg, S. G., & Pitts, V. E. (2009). Workplace helping: Interactive effects of personality and momentary positive affect. *Human Performance, 22*, 321-33
- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences* (3rd ed.). Hillsdale, NJ: Erlbaum.
- Dalal, R. S. (2005). A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of Applied Psychology, 90*, 1241-1255.
- Dalal, R. S., Lam, H., Weiss, H. M., Welch, E. R., & Hulin, C. L. (2009). A within-person approach to work behavior and performance: Concurrent and lagged citizenship-counterproductivity associations, and dynamic relationships with affect and overall job performance. *Academy of Management Journal, 52*, 1051-1066.
- De Dreu, C. K., & Nauta, A. (2009). Self-interest and other-orientation in organizational behavior: implications for job performance, prosocial behavior, and personal initiative. *Journal of Applied Psychology, 94*, 913-926.

- Demerouti, E., Bakker, A. B., & Halbesleben, J. R. (2015). Productive and counterproductive job crafting: A daily diary study. *Journal of Occupational Health Psychology, 20*, 457-469.
- Djordjevic, E., Stoverink, A. C., Klotz, A. C., Koopman, J., da Motta Veiga, S. P., Yam, K. C., & Chiang, J. T. J. (2017). Workplace status: The development and validation of a scale. *Journal of Applied Psychology, 102*, 1124-1147.
- Echambadi, R., & Hess, J. D. (2007). Mean-centering does not alleviate collinearity problems in moderated multiple regression models. *Marketing Science, 26*, 438-445.
- Ferris, D. L., Brown, D. J., Berry, J. W., & Lian, H. (2008). The development and validation of the workplace ostracism scale. *Journal of Applied Psychology, 93*, 1348-1366. doi: 10.1037/a0012743
- Flynn, F. J., Reagans, R. E., Amanatullah, E. T., & Ames, D. R. (2006). Helping one's way to the top: Self-monitors achieve status by helping others and knowing who helps whom. *Journal of Personality and Social Psychology, 91*, 1123-1137. doi:10.1037/0022-3514.91.6.1123
- Franke, G. R., Crown, D. F., & Spake, D. F. (1997). Gender differences in ethical perceptions of business practices: A social role theory perspective. *Journal of Applied Psychology, 82*, 920-934.
- Fritz, C., & Sonnentag, S. (2006). Recovery, well-being, and performance-related outcomes: The role of workload and vacation experiences. *Journal of Applied Psychology, 91*, 936-945.
- Gollwitzer, P. M. (1990). Action phases and mind-sets. E.T. Higgins, R.M. Sorrentino (Eds.), *The handbook of motivation and cognition: Foundations of social behavior*, Vol. 2, Guilford Press, New York (1990), pp. 53-92
- Glomb, T. M., Bhave, D. P., Miner, A. G., & Wall, M. (2011). Doing good, feeling good: Examining the role of organizational citizenship behaviors in changing mood. *Personnel Psychology, 64*, 191-223.
- Grant, A. M. (2007). Relational job design and the motivation to make a prosocial difference. *Academy of Management Review, 32*, 393-417.
- Grant, A. M., & Mayer, D. M. (2009). Good soldiers and good actors: prosocial and impression management motives as interactive predictors of affiliative citizenship behaviors. *Journal of Applied Psychology, 94*, 900-912.
- Grant, A. M., Christianson, M. K., & Price, R. H. (2007). Happiness, health, or relationships? Managerial practices and employee well-being tradeoffs. *Academy of Management Perspectives, 21*, 51-63.
- Guadagnoli, E., & Velicer, W. F. (1988). Relation of sample size to the stability of component patterns. *Psychological Bulletin, 103*, 265-275.
- Guay, R. P., & Choi, D. (2015). To whom does transformational leadership matter more? An examination of neurotic and introverted followers and their organizational citizenship behavior. *The Leadership Quarterly, 26*, 851-862.
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate data analysis* (6th Ed.). New Jersey: Pearson.
- Halbesleben, J. R., Harvey, J., & Bolino, M. C. (2009). Too engaged? A conservation of resources view of the relationship between work engagement and work interference with family. *Journal of Applied Psychology, 94*, 1452-1465.
- Hinkin, T. R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods, 1*, 104-121.

- Hinkin, T. R., & Tracey, J. B. (1999). An analysis of variance approach to content validation. *Organizational Research Methods, 2*, 175-186. doi: 10.1177/109442819922004
- Hoelter, J. W. (1983). The analysis of covariance structures: Goodness-of-fit indices. *Sociological Methods & Research, 11*, 325-344.
- Hoffman, B. J., Blair, C. A., Meriac, J. P., & Woehr, D. J. (2007). Expanding the criterion domain? A quantitative review of the OCB literature. *Journal of Applied Psychology, 92*, 555-566.
- Ilies, R., Scott, B. A., & Judge, T. A. (2006). The interactive effects of personal traits and experienced states on intraindividual patterns of citizenship behavior. *Academy of Management Journal, 49*, 561-575.
- Ilies, R., Schwind, K. M., & Heller, D. (2007). Employee well-being: A multilevel model linking work and nonwork domains. *European Journal of Work and Organizational Psychology, 16*, 326-341.
- Kamdar, D., McAllister, D. J., & Turban, D. B. (2006). "All in a day's work": how follower individual differences and justice perceptions predict OCB role definitions and behavior. *Journal of Applied Psychology, 91*(4), 841-855.
- Keltner, D., Kogan, A., Piff, P. K., & Saturn, S. R. (2014). The sociocultural appraisals, values, and emotions (SAVE) framework of prosociality: Core processes from gene to meme. *Annual Review of Psychology, 65*, 425-460.
- Kline, R. B. (2005). Principles and practice of structural equation modeling. New York: Guilford Press
- Klotz, A. C., Bolino, M. C., Song, H., & Stornelli, J. (2018). Examining the nature, causes, and consequences of profiles of organizational citizenship behavior. *Journal of Organizational Behavior, 39*, 629-647.
- Kelemen, T. K., Matthews, S. H., & Breevaart, K. (2020). Leading day-to-day: A review of the daily causes and consequences of leadership behaviors. *The Leadership Quarterly, 31*, 101344.
- Koopman, J., Lanaj, K., & Scott, B. A. (2016). Integrating the bright and dark sides of OCB: A daily investigation of the benefits and costs of helping others. *Academy of Management Journal, 59*, 414-435.
- Lord, R. G., Diefendorff, J. M., Schmidt, A. M., & Hall, R. J. (2010). Self-regulation at work. *Annual Review of Psychology, 61*, 543-568.
- Lam, C. F., Wan, W. H., & Roussin, C. J. (2016). Going the extra mile and feeling energized: An enrichment perspective of organizational citizenship behaviors. *Journal of Applied Psychology, 101*, 379-391.
- Lu, C. Q., Wang, H. J., Lu, J. J., Du, D. Y., & Bakker, A. B. (2014). Does work engagement increase person-job fit? The role of job crafting and job insecurity. *Journal of Vocational Behavior, 84*, 142-152.
- Lanaj, K., Johnson, R. E., & Wang, M. (2016). When lending a hand depletes the will: The daily costs and benefits of helping. *Journal of Applied Psychology, 101*, 1097-1110.
- Lazazzara, A., Tims, M., & De Gennaro, D. (2019). The process of reinventing a job: A meta-synthesis of qualitative job crafting research. *Journal of Vocational Behavior, 116*, 103267.
- Lee, H. W., Bradburn, J., Johnson, R. E., Lin, S. H. J., & Chang, C. H. D. (2019). The benefits of receiving gratitude for helpers: A daily investigation of proactive and reactive helping at work. *Journal of Applied Psychology, 104*, 197-213.

- LePine, J. A., & Van Dyne, L. (1998). Predicting voice behavior in work groups. *Journal of Applied Psychology, 83*, 853-868.
- Lin, K. J., Savani, K., & Ilies, R. (2019). Doing good, feeling good? The roles of helping motivation and citizenship pressure. *Journal of Applied Psychology, 104*, 1020-1035
- Lu, C. Q., Wang, H. J., Lu, J. J., Du, D. Y., & Bakker, A. B. (2014). Does work engagement increase person–job fit? The role of job crafting and job insecurity. *Journal of Vocational Behavior, 84*, 142-152.
- Lyubomirsky, S., Sheldon, K. M., & Schkade, D. (2005). Pursuing happiness: The architecture of sustainable change. *Review of General Psychology, 9*, 111-131.
- Meyer, J. P., & Maltin, E. R. (2010). Employee commitment and well-being: A critical review, theoretical framework and research agenda. *Journal of Vocational Behavior, 77*, 323-337.
- Mäkikangas, A. (2018). Job crafting profiles and work engagement: A person-centered approach. *Journal of Vocational Behavior, 106*, 101-111.
- Markus, H., & Wurf, E. (1987). The dynamic self-concept: A social psychological perspective. *Annual Review of Psychology, 38*, 299-337.
- MacKenzie, S. B., Podsakoff, P. M., & Podsakoff, N. P. (2011). Construct measurement and validation procedures in MIS and behavioral research: Integrating new and existing techniques. *MIS Quarterly, 35*, 293-334.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology, 77*, 11-37.
- McAllister, D. J. (1995). Affect-and cognition-based trust as foundations for interpersonal cooperation in organizations. *Academy of Management Journal, 38*, 24-59.
- McClelland, G. H., & Judd, C. M. (1993). Statistical difficulties of detecting interactions and moderator effects. *Psychological Bulletin, 114*, 376–390.
- Methot, J. R., Lepak, D., Shipp, A. J., & Boswell, W. R. (2017). Good citizen interrupted: Calibrating a temporal theory of citizenship behavior. *Academy of Management Review, 42*, 10-31.
- Muthén, L. K., & Muthén, B. O. (1998–2013). Mplus user’s guide. 7th edition. Los Angeles, CA: Muthén & Muthén.
- Motowidlo, S. J., Packard, J. S., & Manning, M. R. (1986). Occupational stress: its causes and consequences for job performance. *Journal of Applied Psychology, 71*, 618-629.
- Naci, H., & Ioannidis, J. P. (2015). How good is “evidence” from clinical studies of drug effects and why might such evidence fail in the prediction of the clinical utility of drugs?. *Annual Review of Pharmacology and Toxicology, 55*, 169-189.
- Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work–family conflict and family–work conflict scales. *Journal of Applied Psychology, 81*, 400-410.
- Organ, D. W. (1988). A restatement of the satisfaction-performance hypothesis. *Journal of Management, 14*, 547-557.
- Organ, P., & Podsakoff, P. M. MacKenzie.(2006). Organizational citizenship behavior: Its nature, antecedents, and consequences. *Sage, Thousand Oaks, 16*, 43-44.
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual-and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology, 94*, 122-141.

- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, *53*, 617-635.
- Podsakoff, P. M., Ahearne, M., & MacKenzie, S. B. (1997). Organizational citizenship behavior and the quantity and quality of work group performance. *Journal of Applied Psychology*, *82*, 262-270.
- Podsakoff, P. M., MacKenzie, S. B., & Ahearne, M. (1997). Moderating effects of goal acceptance on the relationship between group cohesiveness and productivity. *Journal of Applied Psychology*, *82*, 974-983.
- Podsakoff, N. P., Podsakoff, P. M., MacKenzie, S. B., Maynes, T. D., & Spoelma, T. M. (2014). Consequences of unit-level organizational citizenship behaviors: A review and recommendations for future research. *Journal of Organizational Behavior*, *35*, S87-S119.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, *1*, 107-142.
- Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. (2010). On the meaning of work: A theoretical integration and review. *Research in Organizational Behavior*, *30*, 91-127.
- Rudolph, C. W., Katz, I. M., Lavigne, K. N., & Zacher, H. (2017). Job crafting: A meta-analysis of relationships with individual differences, job characteristics, and work outcomes. *Journal of Vocational Behavior*, *102*, 112-138.
- Spector, P. E., & Brannick, M. T. (2011). Methodological urban legends: The misuse of statistical control variables. *Organizational Research Methods*, *14*, 287-305.
- Schaufeli, W. B. (2006). The balance of give and take: Toward a social exchange model of burnout. *Revue Internationale de Psychologie Sociale*, *19*, 87-131
- Schaufeli, W. B., Taris, T. W., & Van Rhenen, W. (2008). Workaholism, burnout, and work engagement: three of a kind or three different kinds of employee well-being?. *Applied Psychology*, *57*, 173-203.
- Schriesheim, C. A., Powers, K. J., Scandura, T. A., Gardiner, C. C., & Lankau, M. J. (1993). Improving construct measurement in management research: Comments and a quantitative approach for assessing the theoretical content adequacy of paper-and-pencil survey-type instruments. *Journal of Management*, *19*, 385-417. doi: 10.1016/0149-2063(93)90058-u.
- Schwab, D. P. (1980). Construct validity in organizational behavior. In B. M. Staw & L. L. Cummings (Eds.), *Research in Organizational Behavior* (Vol. 2, pp. 3-43). Greenwich: JAI Press.
- Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of Applied Psychology*, *84*, 416-427.
- Spector, P. E., Bauer, J. A., & Fox, S. (2010). Measurement artifacts in the assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know?. *Journal of Applied Psychology*, *95*, 781-790.
- Snippe, E., Jeronimus, B. F., aan het Rot, M., Bos, E. H., de Jonge, P., & Wichers, M. (2018). The reciprocity of prosocial behavior and positive affect in daily life. *Journal of Personality*, *86*, 139-146.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology*, *68*, 653-663.
- Strahan, R., & Gerbasi, K. C. (1972). Short, homogeneous versions of the Marlow-Crowne social desirability scale. *Journal of Clinical Psychology*, *28*, 191-193.

- Takeuchi, R., Bolino, M. C., & Lin, C. C. (2015). Too many motives? The interactive effects of multiple motives on organizational citizenship behavior. *Journal of Applied Psychology, 100*, 1239-1248.
- Tims, M., & Bakker, A. B. (2010). Job crafting: Towards a new model of individual job redesign. *SA Journal of Industrial Psychology, 36*, 1-9.
- Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior, 80*, 173-186.
- Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology, 18*, 230-240.
- Thompson, C. A., Andreassi, J. K., & Prottas, D. J. (2005). *Work-Family Culture: Key to Reducing Workforce-Workplace Mismatch?* In S. M. Bianchi, L. M. Casper, & B. R. King (Eds.), *Work, family, health, and well-being* (p. 117–132). Lawrence Erlbaum Associates Publishers.
- Thompson, P. S., Bergeron, D. M., & Bolino, M. C. (2020). No obligation? How gender influences the relationship between perceived organizational support and organizational citizenship behavior. *Journal of Applied Psychology*.
- Thompson, P. S., & Bolino, M. C. (2018). Negative beliefs about accepting coworker help: Implications for employee attitudes, job performance, and reputation. *Journal of Applied Psychology, 103*, 842-866.
- Theorell, T., Karasek, R. A., & Eneroth, P. (1990). Job strain variations in relation to plasma testosterone fluctuations in working men- a longitudinal study. *Journal of Internal Medicine, 227*, 31-36.
- Tims, M., Derks, D., & Bakker, A. B. (2016). Job crafting and its relationships with person–job fit and meaningfulness: A three-wave study. *Journal of Vocational Behavior, 92*, 44-53.
- Tims, M., Derks, D., & Bakker, A. B. (2016). Job crafting and its relationships with person–job fit and meaningfulness: A three-wave study. *Journal of Vocational Behavior, 92*, 44-53.
- Vancouver, J. B., Weinhardt, J. M., & Schmidt, A. M. (2010). A formal, computational theory of multiple-goal pursuit: Integrating goal-choice and goal-striving processes. *Journal of Applied Psychology, 95*, 985-1008.
- Vancouver, J. B., & Day, D. V. (2005). Industrial and organisation research on self- regulation: From constructs to applications. *Applied Psychology, 54*, 155-185.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management, 17*, 601-617.
- Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review, 26*, 179-201.
- Wrzesniewski, A., Berg, J. M., & Dutton, J. E. (2010). Managing yourself: Turn the job you have into the job you want. *Harvard Business Review, 88*, 114-117.
- Wrzesniewski, A., Dutton, J. E., & Debebe, G. (2003). Interpersonal sensemaking and the meaning of work. *Research in Organizational Behavior, 25*, 93-135.
- Yaffe, T., & Kark, R. (2011). Leading by example: the case of leader OCB. *Journal of Applied Psychology, 96*, 806-826.
- Zhang, F., & Parker, S. K. (2019). Reorienting job crafting research: A hierarchical structure of job crafting concepts and integrative review. *Journal of Organizational Behavior, 40*, 126-146.

Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal*, 53, 107-128.

Appendix

Scale Items Used in Essay 2 and Essay 3

Proposed Citizenship Crafting Scale

Rating scale: 1 = never, 2 = rarely, 3 = sometimes, 4 = often, 5 = always

Organizational Approach Cognitive Crafting

1. When I am working on a non-required organizational task, I change the way I look at it in order to focus on how I am helping the organization
2. I consider and think about the positive impact my volunteering for extra organizational tasks will have on other individuals within the company
3. I think about how going the extra mile for the organization is beneficial to my growth
4. If I have an extra task for my organization, I think about how this helps me become a more complete employee
5. When I stay late or work after hours for my organization, I think about how this may benefit my coworkers
6. I think about how non-required organizational tasks may benefit my personal development.
7. When staying late or after work hours for my organization, I think about how I am making a positive impression on my colleagues and supervisor.
8. When I think about my non-required organizational tasks I focus on how these types of behaviors help me get ahead in the organization.

Organizational Approach Behavioral Crafting

9. For my organization, I continue volunteering to take on additional, non-required tasks that play to my strengths
10. I keep working on non-required tasks for my organization that do not interfere with my home/family life
11. When I find an extra organizational task to be enjoyable, I give it more time and attention
12. I find myself giving more effort to extra organizational tasks that I find are meaningful to me
13. I give more attention to extra tasks for my organization that I find personally worthwhile
14. I keep volunteering for extra organizational tasks that I have been successful with in the past
15. I keep taking on voluntary organizational tasks that help me get ahead in the organization
16. I give more attention to non-required tasks for my organization that I think will help me get promoted
17. I keep doing non-required tasks for my organization that I think will benefit my career

Organizational Avoidance Behavioral Crafting

18. When I have an extra task for my organization that I don't enjoy, I ask to stop working on it
19. If there is a non-required organizational task that I find personally draining, I try to remove myself from it
20. When a non-required organizational task conflicts with my home/family life, I attempt to stop doing it
21. If I have a non-required task for my organization that doesn't align with my abilities, I try to remove myself from it

22. When I have non-required organizational task that distracts me from my required job duties, I try to stop working on it
23. If I have an extra organizational task that I don't think is meaningful, I try to remove myself from it
24. If a non-required task for my organization won't help me get ahead I try to stop doing it
25. When I have a non-required organizational task that won't benefit my career I try to stop doing it
26. If others do not notice my engagement in a non-required organizational task I give reduced effort to the task.

Interpersonal Approach Cognitive Crafting

27. When I help others, I think about how it will have a positive impact on their career
28. I try to think about how helping others benefits them
29. I change the way I think about helping others to be about creating a work resource
30. I try and think about how helping a coworker can make my job easier in the future
31. When I help others, I try and think about how it will make their life better
32. If I help a coworker, I think about how they may help me in the future
33. When helping others I try and think about how helping others will make me look good

Interpersonal Approach Behavioral Crafting

34. I keep helping coworkers who are appreciative of my help
35. If someone is grateful for my help, I give them more assistance
36. I keep helping co-workers in ways that play to my strengths
37. When I am helping a coworker with something I am good at, I provide additional assistance
38. I keep helping coworkers who also help me in return
39. When helping someone who can assist me in the future, I increase my efforts
40. I keep helping others who can benefit my career
41. I give increased help to those that can make my work easier

Interpersonal Avoidance Behavioral Crafting

42. When coworkers I have helped in the past don't help me back, I avoid helping them in the future
43. I stop helping coworkers who are ungrateful
44. I stop helping others who I don't get along with
45. When helping others is too distracting, I stop doing it
46. When I am too busy, I am less likely to help others
47. If helping someone becomes a burden, I stop doing it
48. I stop helping those who won't help me back
49. I stop helping others who can't help my career
50. I stop helping co-workers whose work does not affect my own

OCB

Scale source: Fox et al., 2010

How often has your co-worker (you) engaged in the following behaviors?

Response Scale: 1 = Never, 2 = Once or twice a month, 3 = Three to five times a month, 4 = Almost every day, 5 = Every day

1. Took time to advise, coach, or mentor a co-worker.
2. Helped co-worker learn new skills or shared job knowledge.

3. Helped new employees get oriented to the job.
4. Lent a compassionate ear when someone had a work problem.
5. Helped a co-worker who had too much to do.
6. Offered suggestions to improve how work is done.
7. Volunteered for extra work assignments.
8. Worked weekends or other days off to complete a project or task.
9. Volunteered to attend meetings or work on committees on own time.
10. Gave up meal and other breaks to complete work.

Citizenship Fatigue

Scale source: Bolino, Hsiung, Harvey, & LePine (2015)

Rating Scale: 1 = strongly disagree, 2 = disagree, 3 = Neither agree or disagree, 4 = Agree, 5 = strongly agree

1. Because of going the extra mile for my organization, I feel “on edge” about various things
2. I feel worn out because I go beyond the call of duty for my organization.
3. Doing so much for my organization leaves me mentally or physically exhausted.
4. I often lack energy because I go beyond my job duties at work.
5. I am tired of going beyond the call of duty for my organization.
6. Volunteering to take on extra tasks and assignments at work has left me feeling drained.

Citizenship Meaningfulness

Scale source: Adapted items from May, Gilson, & Harter’s (2004) work meaningfulness scale.

Rating Scale: 1 = strongly disagree, 2 = disagree, 3 = Neither agree or disagree, 4 = Agree, 5 = strongly agree

1. The organizational citizenship behaviors I do on this job are very important to me
2. My organizational citizenship behaviors are personally meaningful to me
3. The organizational citizenship behaviors I do on this job are worthwhile
4. My organizational citizenship behaviors are significant to me
5. The organizational citizenship behaviors I do on this job are meaningful to me
6. I feel that the organizational citizenship behaviors I do on my job are valuable

Job Crafting

Scale source: Tims, Bakker, & Derks (2012)

Rating scale: 1 = never, 2 = rarely, 3 = sometimes, 4 = often, 5 = always

1. I try to develop my capabilities
2. I try to develop myself professionally
3. I try to learn new things at work
4. I make sure that I use my capacities to the fullest
5. I decide on my own how I do things
6. I make sure that my work is mentally less intense
7. I try to ensure that my work is emotionally less intense
8. I manage my work so that I try to minimize contact with people whose problems affect me emotionally
9. I organize my work so as to minimize contact with people whose expectations are unrealistic
10. I try to ensure that I do not have to make many difficult decisions at work

11. I organize my work in such a way to make sure that I do not have to concentrate for too long a period at once
12. I ask my supervisor to coach me
13. I ask whether my supervisor is satisfied with my work
14. I look to my supervisor for inspiration
15. I ask others for feedback on my job performance
16. I ask colleagues for advice
17. When an interesting project comes along, I offer myself proactively as project co-worker
18. If there are new developments, I am one of the first to learn about them and try them out
19. When there is not much to do at work, I see it as a chance to start new projects
20. I regularly take on extra tasks even though I do not receive extra salary for them
21. I try to make my work more challenging by examining the underlying relationships between aspects of my job