

JOB CRAFTING AND SALESPERSON
PERFORMANCE

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Abstract: The tasks that define any given job at the workplace level are never rigid. Management changes, advancements in technology, even a pandemic can change the conditions, boundaries, relationships, and tasks of a job. Creating the need for job crafting and its surrounding methodologies at an individual and even organizational level. The current scholarship on Job Crafting research centers mainly on the consequences of job crafting in general worker settings (service and retail). The present study integrates important variables (controls and adaptive selling behaviors) and a potential influencer self-construal (independent and interdependent), on job crafting, concentrated on salespeople and their related performance. These new variables can help better explain if salespeople job craft and, if so, are they influenced by adaptive selling behaviors, controls, and/or self-construal. This current study can help provide guidance to companies and salespeople alike in sharing the influence of these variables on job crafting and ultimately help lead salespeople to success and performance advantages utilizing this new knowledge.

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CHAPTER I

INTRODUCTION

The tasks that define any given job at the workplace level are never rigid. Management changes, advancements in technology, even a pandemic can change the conditions, boundaries, relationships, and tasks of a job. In order to adapt to such changes, workers may opt to engage in job crafting, defined in this study as the act of changing conditions and boundaries of work relationships, job tasks, and the meaning of a job (Rudolf *et al.*, 2017). Job crafting is important to research because it is an integral theory and technique: it can lead to an enhanced degree of work engagement and ultimately increase individual work performance (Tims *et al.*, 2013). For example, many Fortune 500 companies allow employees more freedom to help develop new products and partake in innovation. This process requires some form of job crafting to stay engaged and on target.

In the context of sales, job crafting is especially salient. As Linde (2009) notes, great sales ability is the cornerstone of an organization. But salespeople face unique and more pronounced challenges than some other types of employees, needing to enhance their self-image simultaneously, prepare themselves for changes, and gain greater control of their roles

(Wrzesniewski *et al.* 2013) as well as remain flexible, customer-oriented, and persistently autonomous. These conditions are particularly unique for job crafting. Research indicates that more than 75% of salespeople engage in varied unsupervised job crafting forms, including expanding personal selling skills, building enhanced and productive relationships with customers, and developing expertise (Lyons, 2008). These numbers are unsurprising: job crafting has been found to help employees improve their readiness for change, their perceived control, and their self-image (Wrzesniewski *et al.*, 2013).

Ideally, job crafting takes a variety of forms, both positive and negative. For example, it may be used to turn problematic ways of doing things into more productive ones. In such cases, job crafting is the process through which employees use underlying resources more efficiently, thereby increasing their level of productivity. Alternatively, job crafting can be employed to develop something new. When, for example, an organization generates a new position, there may not be any previously documented ways of executing the tasks this new job requires. In such cases, employees might need to craft the job such that they come up with their own way of executing or performing the various processes of the job.

Job crafting can also be leveraged to avoid doing something seen as problematic because one does not agree with or enjoy it and instead wants to embrace processes that align with their interests. This can occur, for example, when workers show averseness to bureaucracy. In some cases, as a highly erratic process, bureaucracy can hinder workers' ability to optimize their productivity levels to fulfill their ultimate potential. In such scenarios, it becomes paramount to craft one's job.

Job crafting, as the focal point of this research, takes all these forms. As such, it refers to a way of modifying the traditional sales process (namely prospecting, preparation, approach, presentation, handling objections, closing, and following-up) through either finding creative ways of

doing roles or avoiding elements of the job that are not considered beneficial. This is what McAmis Evans and Arnold (2015) acknowledge as directive modification behavior.

An example of job crafting in the sales profession is when a report that is required daily for sales numbers can be generated automatically by entering sales calls, notes, and overall sales into a computer program. The new reporting mechanism is now consolidated into a system that is more valuable to the salesperson and the sales team without them having to complete a separate document. This change can, in turn, help salespeople more readily pursue bonuses and commissions, reaching higher job satisfaction levels and an increase in sales performance through the changes.

Job crafting for sales is thus an intriguing field of research, which can help better understand the ways in which this process impacts sales performance. In addition, findings on how job crafting works within the sales context can better inform companies on how they can extend job crafting opportunities to their employees, if and when job crafting is shown to positively impact sales performance, or on ways to limit the exercise of job crafting, if and when a negative impact is discovered. However, the job crafting theory remains largely unrefined, especially in terms of our understanding of underlying mechanisms and contextual factors relating to the sales context (Schuler, Binnewies & Bürkner, 2019). The current body of literature has reviewed job crafting broadly but mainly focuses on dimensions of the phenomenon, with little attention to the associated logical antecedents. Further, a large majority of studies have investigated job crafting in a general organizational context; very few researchers have investigated the context of job crafting as it pertains to salespeople. Therefore, it is particularly vital to engage in research that addresses the antecedents and/or sub-dimensions of job crafting as it applies to the sales context.

Several factors of job crafting in non-selling roles have been researched thus far; however, the present research project focuses more on separable factors associated with the capacity to employ job crafting rather than moderators (Tims & Bakker, 2010) sub-dimensions, or antecedents, especially

within a selling role. Broadly defined, an antecedent is an event or a factor that precedes another logically: self-efficacy, proactive personality, autonomy, career orientation, and job challenges. I examined adaptive selling behaviors and controls (capability, activity, and outcome). Each of these variables, as they relate to the sales context, is meaningful. Some other factors, such as “decreasing hindering job demands” (Tims *et al.*, 2013, p. 430), have been shown to be negatively associated with engagement and job performance. Indeed, some salespeople might use job crafting as a way to avoid doing some work-related requirements. However, the two variables of adaptive selling and salesperson control systems usually arise in an environment where salespeople exhibit constructive attitudes towards their jobs. Thus, when employees have a high spirit of engagement and commitment towards their jobs, they will more likely pursue adaptive selling but most likely react negatively to salesperson control systems.

This current study investigates the relationship between these two expected variables—adaptive selling behaviors and salesperson control systems. According to Weitz and colleagues (1986), adaptive selling primarily involves modifying the behaviors involved in the selling process based on perceived information concerning a specific customer. Adaptive selling behaviors are fundamentally distinct practices than those involved in job crafting: adaptive selling deals with customer-specific changes, while job crafting is the overall job modification behavior for all aspects of the position. Adaptive selling behavior is believed to be a sub-dimension to job crafting due to its known requirements to promote modifications to a salesperson’s sales strategy at a particular customer’s venue, promoting the desire to further one’s transformation in job crafting.

Salesperson control systems also play a fundamental and logical role as a sub-dimension to job crafting. Challagalla and Shervani (1996) define “control systems” as the principles or policies usually set to guarantee the achievement of specified outcomes. According to the authors, control systems come in three core forms: activity, capability, and outcome control systems. Each of these

systems has the potential to influence the impact of job crafting on the attainment of the salesperson's overall performance.

This study also analyzes the moderating influence of self-construal on job crafting, given the above-mentioned variables. Self-construal can be independent or interdependent. Cross, Hardin, and Gercek-Swing (2011) conceptualize interdependent self-construal as an occurrence where the employee construes or defines the self as connected to others,¹ and independent self-construal as an occurrence where the employee construes the self as an individual mostly independent from others. Indeed, both independent and interdependent self-construal are pertinent here as key moderators of job crafting, as they facilitate the ability and degree to which workers craft their jobs. People who view themselves as interdependent would be cognizant of how their actions affect others, while independent people would only care about their end-points. This research aimed to analyze whether people with independent self-construal show a willingness to engage in job crafting more regularly than individuals with interdependent self-construal.

Lastly, it appears that a large portion of the overall body of knowledge focuses more on the application of job crafting without regard to which specific organizational areas the findings might apply best. But context is salient to job crafting. Its development can often be a function of the context in which it occurs. Therefore, even though previous findings might prove meaningful to workers across all departments within a company, workplaces are sometimes unsure about the application of such findings to their varied areas of operations. Consequently, by investigating the relationship between adaptive selling and salesperson control systems and analyzing the moderating influence of self-construal on job crafting as they relate to the salesperson, this study helps to show the applicability of job crafting to sales, specifically. These context-specific results can help salespeople understand the importance of job crafting in their execution of the underlying job role and

¹ In this study, I define "interdependent self-construal" as the self that reflects the close relationships with other workers.

how they can engage in such an action to enhance their performance along with that of the organization. In addition, by fulfilling the two objectives of this study, the current inquiry fills a pertinent gap about job crafting in relation to the sales domain and sparks new research interests in the topic under consideration.

The rest of this work is divided into chapters. The following chapter, Chapter II, contains a review of the current body of knowledge related to job crafting. Chapter III details the methodology used to collect data necessary to address the underlying research questions. Chapter IV reports the results of the study and the various analyses. Lastly, Chapter V includes a discussion of the results and a conclusion.

CHAPTER II

REVIEW OF LITERATURE

A growing body of research has attempted to address the phenomenon of job crafting as it applies to an organization. The following sections review the current body of knowledge in this regard, namely the definition of job crafting, the application of job crafting in the general organizational context, the application of job crafting within the sales realm, with the findings highlighted providing a rationale for the current study's hypotheses. The chapter then concludes with a section on hypothesis development.

1. Job Crafting

According to Wrzesniewski and Dutton (2001), who coined the term, *job crafting* is “the physical and cognitive changes individuals make in the task or relational boundaries of their work. Thus, job crafting is an action, and those who undertake it are job crafters” (p. 179). In other words, job crafting involves thought and action-based modifications to the work role. The researchers based their work on Goethe, a known pioneer of job crafting (Hacker *et al.* 2019), who mused that people were free to decide if they wanted to become anvils or hammers. What Goethe tried to assert is that people select between two outcomes, including pleasant and unpleasant processes, which is the very tenet of job crafting (Wrzesniewski & Dutton, 2001).

The physical changes Wrzesniewski and Dutton (2001) refer to, for example, might occur when an already existing work process is modified such that it takes an entirely new shape. Cognitive changes, instead, refer to alterations in the workers' minds concerning the relational and task boundaries of the job. For example, workers can change their attitudes towards a specified work process, positively or negatively: an employee might develop a mindset where teamwork within the organization is not meaningful; hence a worker should work independently. Job crafting deriving from the context above involves the workers changing their views and behaviors concerning the meaning or identity of the work they perform, or both.

The work by Wrzesniewski and Dutton provides a practical foundation through which to operationalize the definition of job crafting for the present study. Since their insightful work, other researchers and scholars have attempted to present a more sophisticated description of job crafting as a term. In particular, the present study also utilizes the definition by Rudolph et al. (2017), who defined *job crafting* as “the act of changing conditions and boundaries of work relationships, job tasks, and the meaning of a job” (pp. 112-138). Task boundaries represent the scope of a given job, including the roles, duties, and responsibilities a worker is supposed to fulfill. Relational boundaries are primarily the exchange or interactions between the workers in pursuance of the job tasks. Relational boundaries might include the sharing of information among workers and the collaboration of the employees in the execution of specified tasks. Therefore, relational boundaries concern the dynamics of teamwork, provided they are related to the performance of workplace tasks. Overall, Rudolph et al. (2017) point out that job crafting necessitates workers to alter the traditions of their job tasks, the meaning of the jobs they perform, and the underlying work relationships. By stimulating and training them, employees can shape their jobs in such a way that helps them become better fits with their organizations, and the newly found freedom motivates them to enhance their productivity and optimize their value to the workplace (Demerouti, 2014).

This study also takes into consideration work by Rousseau, Ho, and Greenberg (2006) focused on the *I-Deals* realm. According to the researchers, “I-Deals” engage in a job crafting practice by pursuing voluntary, personalized agreements regarding terms that benefit each stakeholder. Advancing this description, Burton, Cohen, and Lounsbury (2016) claimed that “I-Deals” usually emphasize mutual agreement around career development opportunities, and, while agreeing that I-Deals have forged an entirely new definition of job crafting both as a term and practice, Hornung, Rousseau, and Glaser (2009) note that this category of workers tends to change the job’s content.

Using Wrzesniewski and Dutton’s (2001) foundational definition, Rudolph et al. (2017) expanded the definition, and adding the notion of I-Deals (Burton *et al.*, 2016; Hornung *et al.*, 2009; Rousseau *et al.*, 2006), this current study defines “job crafting” as a process in which the salesperson changes not only their thoughts and opinions towards their job but also the physical facets of the position. Such alterations (the cognitive and physical changes) run in tandem. This process aims to craft more customized and personalized work relationships and job tasks, thus customizing and personalizing the overall meaning of the job in the pursuit of improved work performance.

Table 1 (see Appendix A) provides a detailed review of the job crafting literature. The table lists the empirical literature sources and highlights the context, definition, antecedents, consequences, key moderators, and results. It provides pertinent insights about job crafting. It is apparent that the current body of knowledge has investigated the issue of job crafting in different contexts; however, despite a variety of conceptualizations, the definitions of job crafting converge by emphasizing similar features. Notably, the definitions illustrate that job crafting involves some form of changes to the job routine, especially cognitive and physical changes. Importantly, however, the review indicates that very few studies have investigated job crafting in the sales context, a gap which, as mentioned, the current study aimed to help fulfill.

Moreover, Table 1 illustrates a diverse range of factors for job crafting. Among the ones tabulated, there is the need for controlling job processes, relational boundaries, worker attributes, organizational and individual factors, person-job fit, proactive personality, and adaptive selling. As it appears, the sub-dimensions to job crafting depend mainly on the context of the study. But it is often the case that studies show job crafting as the act of altering a person's work such that it suits their best conception of the way things ought to be performed to promote or achieve a well-defined cause (Lee & Lee, 2018). That cause, unfortunately, can also be based on personal needs and engender unwanted or undesirable effects, such as in the case of independent job crafting.

The evidence the table presents is essential because it formed the basis or the foundation of the current study. For example, it is from the table that this research utilizes the most relevant job crafting elements concerning job crafting (see Table 1, Appendix A).

2. Applications of Job Crafting in the General Workplace

It is important to note here that job crafting is not usually officially sanctioned by firms. Though some companies such as Google grant their employees the freedom to craft their jobs without intervening, in most organizations, job crafting for workers is subject to control. Indeed, job crafting tends to prevail as an individual process, triggered by workers rather than companies, or as an internal drive inherent to the workers. The current study is thus focused not on organization-triggered job crafting but rather on job crafting as an individual-propelled action, possibly extending to include organizational training.

Employees can apply job crafting in a multitude of ways, including changing tasks, changing conditions and boundaries of work relationships, and changing the meaning of the job. Changing tasks can be achieved by adding tasks, emphasizing tasks, and redesigning tasks, three important techniques for job crafting. Adding tasks means that each worker can add tasks, often entirely new ones, provided they find the additions meaningful. Classical and seminal research such as that by

Hackman and Oldham (1980) contends that, according to the traditional job design model, tasks become more meaningful when encompassing a diverse range of skills or task-related variety. For example, procurement officers interested in technology might seek to integrate IT systems related to procurement to make their work more efficient. The addition of job tasks, as a sub-dimension of job crafting, leads to new job skills, thereby allowing an employee to perform even better. Emphasizing tasks involves employees allocating more energy, time, and attention to those daily tasks which are already part of their job. The process leads employees to perceive these tasks as more meaningful. Grant and Parker (2009) note that task significance, which refers to a situation in which workers visualize the effects of their tasks on others, encourages employees to visualize their work as more meaningful, leading to a greater level of work engagement and improved performance. Lastly, redesigning tasks entails finding ways through which a worker can re-engineer the prevailing job tasks to make them even more significant.

Another pertinent way through which the workers can apply job crafting is by changing relationships. Dutton and Heaphy (2003) reveal that even the slightest connections are highly consequential if they are of quality. Mattarelli and Tagliaventi (2015) find that quality connections between individuals usually produce greater adaptability in jobs. Chiaburu and Harrison (2008) and Heaphy and Dutton (2008) add that with benchmark connections between workers come improved commitment to the job, enhanced work attitudes, and increased psychological functioning. In addition, Wrzesniewski, Dutton, and Debebe (2003) found that exemplar relationships with others on the job are essential because they help workers make better sense of their work, their position, and their essence in the workplace.

Several prior sub-dimensions of job crafting that concern the relationships pursued by salespeople include reframing, building, and adapting relationships. Building relationships means that workers craft their tasks by carving out connections with their peers, especially those that help them gain a sense of dignity, joy, or worth (Wrzesniewski *et al.*, 2003). Additionally, workers craft their

work relationships by changing their appearance such that they become more meaningful. Adapting relationships implies crafting ongoing relationships by providing others with valuable support and assistance in executing their jobs. This, in turn, encourages others to return the aid and support. Consequently, through increasing mutual trust levels, vitality, and positive regard, such relationships become more profound and strong.

Lastly, another job crafting application dimension is changing perceptions. Crum and Langer (2007) claim that job crafting is also a matter of altering workers' perceptions. They point out that changing perceptions entails transforming how one thinks of workplace relationships, tasks, and jobs as a whole. The sub-dimensions of job crafting related to changing perceptions include expanding, focusing, and linking perceptions. As shown by Grant (2007) and Bunderson and Thompson (2009), expanding perceptions entails cultivating meaningfulness in one's work by making perceptions concerning the impacts of the jobs even more profound. This process helps create a better connection between employees and their overall work outcomes. Focusing perceptions involves narrowing the mental scope of a job's purpose on specific relationships and tasks valuable to the employee. Lastly, as Berg, Dutton, and Wrzesniewski (2013) illustrated, linking perceptions involves crafting one's position by leveraging the prevailing job components and drawing mental connections between specified tasks or relationships and outcomes, interests, and aspects of one's identities that are meaningful to a worker.

Overall, and as I dive further into this research, it is important to take note of those sub-dimensions to job crafting as derived from Berg et al. (2013), as well as the job crafting sub-dimensions proposed in the present study (see Table 2, Appendix A). Item number ten, linking perceptions, implies crafting one's job by leveraging the prevailing job components through drawing mental connections between specified tasks or relationships and outcomes, interests, and aspects of one's identities meaningful to a worker. Item number 11, which is salesperson control systems (capability, activity, and outcome), reflects the ability to influence and promote or cause conflict to

job crafting. Nevertheless, as determined by the measures highlighted in the forthcoming section, the relational sub-dimension is relevant to the current study. As identified in Table 2 as building relationships, the relational sub-dimension means that workers craft their tasks by carving out relationships with their peers, especially those that help them gain a sense of dignity, joy, or worth, building relationships.

It is important to note before discussing how job crafting compares to similar processes that the measurement of job crafting outcomes is also a fundamental aspect, though the measures are varied. First, one can measure task crafting, which includes the introduction of new approaches to the work, the implementation of changes to the scope or types of tasks, the addition of new work tasks that a person thinks as better suiting their skills or interests, and propensity to work on tasks that suit personal skills or interests. Second, one can measure relational crafting, which is the process of getting to know people well at work, organizing or attending work-related social functions, organizing special events in the workplace (e.g., celebrating a co-worker's birthday), choosing to mentor new employees (officially or unofficially), and making friends with people at work who have similar skills or interests. Last, one can measure cognitive crafting. Such a measure encompasses a set of aspects, which include thinking about how one's job gives a person life purpose and reminding oneself about the significance your work has for the success of the organization. The other relevant measures of cognitive crafting are reminding oneself of the importance of your work for the broader community, thinking about how the work positively impacts life and reflecting on the role the job has for a person's overall well-being. The cognitive measure mattered less for the current study, as its main concern is salesperson performance; thus, I measured task and relational crafting only. The task and relational crafting measures relate closely to the operational definition of job crafting.

In summary, job crafting as it applies to the current study involves instilling changes (adding, removing, or modifying some aspects of a job) of the various aspects of a job to enhance performance. Therefore, according to the definition, the changes entail altering the nature of tasks

underlying a job and causing a shift in how the workers interact with each other in pursuance of the goals of a specified job. With this being the case, the best way to measure job crafting is by emphasizing the task and relational aspects of a job.

3. How Job Crafting Compares to Similar Processes

Job crafting is usually thought of as synonymous with other similar concepts, such as job autonomy, organizational citizenship behavior (OCB), or directive modifications. Though some similarities among these concepts do exist, job crafting is a distinct concept for a variety of reasons.

As Debus, Gross, and Kleinmann (2019) indicate, with job autonomy, workers are offered independence along with discretion in scheduling work while determining the procedures for executing it. In this sense, therefore, job autonomy converges with job crafting to some extent: as in job crafting, job autonomy emphasizes independence. The employee can execute tasks without being provided with strict guidelines. Similarly, job crafting places an employee in a position to break away from the protocols in an attempt to exercise their creativity. Similarly, as job autonomy provides the workers with discretion, so does job crafting provide the employees with the freedom of deciding what they think should be done in specified job-related situations. Garg and Rastogi (2006) highlighted a further similarity, noting that both job crafting and job autonomy (an aspect of job design) usually involve the systematic organization of work-related processes, tasks, and functions. A seminal study by Hackman and Oldham (1980) revealed that both job autonomy and job crafting could encompass revisions of the job task in which responsibilities are dropped or added in an attempt to change the nature of the job role. And lastly, job autonomy and job crafting both stem from the notion that job dimensions have the potential to influence people's experienced growth, sense of meaningfulness, job satisfaction, and intrinsic motivation.

However, as Debus et al. (2019) point out, there is a clear distinction in nature and direction between job autonomy and job crafting. They note that job autonomy is a characteristic of the job, a

job that does not seek to micromanage the workers but rather offers the employees some extent of freedom to become experts in the position under focus. In stark contrast, job crafting is a behavior or an action, which the holder of a particular job is executing. Thus, the source of job autonomy is the job itself, while the source of job crafting is the jobholder. Indeed, Tims et al. (2013) showed that job crafting puts the responsibility for change in the workers' hands. Therefore, in job crafting, the workers are most likely proactive. The approach is, first and foremost, the process of enhancing the worker's well-being, which is a symbol of proactivity. Consequently, a major difference between job autonomy and job crafting is directionality: the exercise of job autonomy is essentially a top-down organizational method where the employee is often passive, while job crafting is usually found to be a bottom-up method (Miller, 2015).

Another concept within the sales context that is often mistakenly used in place of job crafting is organizational citizenship behavior (OCB). Fundamentally, OCB refers to individual discretionary behavior that is usually not explicitly or directly recognized by formal reward systems (Irvin, 2017). In aggregate, OCB promotes the effective functioning of the entity. From this definition, it is clear that an important similarity between OCB and job crafting is that both concepts emphasize individual behavior or action. In both job crafting and OCB, the individual must exhibit proactive behavior in how they engage with their job roles. Thus, for both concepts, the action employees adopt concerning the tasks they execute originates from within and not from the job itself, unlike the case of job autonomy.

In line with job crafting, OCB also underscores discretionary behavior. Both concepts highlight the need for workers to act upon their job according to their authority and judgment. Therefore, workers have the freedom to change whatever aspects of the job they would like to in pursuance of a specified goal or objective. In addition, both processes aim to improve the functioning of the organization and the overall productivity of the company. However, OCB and job crafting differ in important ways. As Irvin (2017) highlights, improving organizational performance or

functioning is the sole focus of OCB. In job crafting, instead, both the improvement of the organization and the enhancement of worker performance are central. In this sense, the value of job crafting to the employee goes well beyond that of OCB. The other key difference between OCB and job crafting concerns the recognition of the actions or behaviors by the organization. As Irvin (2017) and Organ (1988) report, the behavior adopted by the employee in OCB is recognized by the organization implicitly. Thus, organizations usually do not have well-defined policies that identify the need for the company to reward or recognize the employees for their OCB. However, for job crafting, organizations have explicit policies that obligate them to recognize and reward employees for exhibiting increased performance via job crafting. This being the case, it is relevant to express that, when compared to OCB, job crafting offers the worker a greater motivation to change the nature of their job in pursuance of organizational and individual excellence.

Job crafting is also discussed along the lines of directive modifications. As argued in the seminal work by McAmis *et al.* (2015), directive modifications are the consequence of either customer, self-focused, or organization-focused motivations, each of which might potentially relate distinctively to crucial sub-dimensions and outcome variables. McAmis *et al.* argue that, in job crafting, salespeople will seek to modify their interactions with clients based on those clients' attributes. For example, if clients show some form of indifference, the salesperson might craft their job task to adapt to this characteristic by ignoring company guidelines. Alternatively, the salesperson might craft the sales job by incentivizing the clients to change their attitudes. For self-focused motivations, job crafting is useful when the salesperson desires to achieve personal gains and increased performance. For example, the salesperson might want to pursue bonuses for exemplary performance. In such a case, the salesperson might modify the sales job in such a way that it allows them to secure bigger bonuses. Lastly, the organization as an originator of job crafting is all about controls (Wrzesniewski *et al.*, 2013). The organization might be such that it sets essentially high targets for the employees or the salespeople. If this is the case, a salesperson might feel compelled to

craft their job-related tasks in such a manner that helps them become more productive, hence meeting the company's expectations and performance targets with greater ease.

However, despite this important analysis, directive modification is not synonymous with job crafting. As McAmis *et al.* (2015) indicate, discretionary and voluntary directive modifications stem directly from what an organization has told the salesperson to do. Thus, workers tend to modify behavior based upon the directive issued by the company. If this is the case, it becomes apparent that directive modification does not hold an overall job focus. Instead, it involves just one specific choice to ignore (or not) a directive, making it quite a bit different from job crafting in general, which, in most research, is seen to originate from salespersons directly and is job-focused.

4. Application of Job Crafting Within the Sales Context

4.1 Job Crafting in the Sales Context

The literature reviewed so far has focused on the application of job crafting at the general level. Although the findings might prove meaningful to workers across all departments within a firm, directions on integrating them into specific organizational domains remain primarily lacking. As mentioned in the introduction, salespeople need the notion and practice of job crafting more than any other department in an organization. Therefore, investigating the dynamics of job crafting as they relate to salespeople is pertinent to this current study.

Previous research has shown that variables such as authentic leadership and work engagement play essential roles in job crafting for sales. For example, Lu (2020) finds that job crafting via authentic leadership improves a salesperson's OCB and their level of service performance. According to the researcher, such an outcome arises due to the improved perception concerning the meaningfulness of the sales tasks and jobs. In terms of work engagement, Tims *et al.* (2013) reported that job crafting at the team level promotes performance at the individual level, with work engagement serving a mediating role in the relationship between the two outcomes. With job

crafting, the degree of an employee's engagement with their workplace tasks enhances, thereby raising the extent of work performance. Nguyen and colleagues (2019) echoed these findings, adding that cognitive job crafting, relative to relational job crafting, of which work engagement is a part, is more likely to foster a more optimized performance.

Importantly to this study, a focal point of investigation of job crafting in sales has been adaptive selling, which, according to Alavi, Habel, and Linsenmayer (2019), is a major catalyst for sales performance. Weitz and colleagues (1986) define "adaptive selling" as a trend in which the salesperson alters their sales behavior based on perceived information relating to specifics of the selling circumstance. Though adaptive selling behaviors can be successful on their own, they have a cyclical relationship to customer-oriented selling. As Singh and Das (2013) explain, even though adaptive selling is a fundamental aspect in enhancing performance, it can prove unproductive if it does not promote customer-oriented selling. On the other hand, Yeo, Hur, and Ji (2019) point out that it is customer orientation that tends to influence adaptive selling behaviors the most, and thereby sales performance. Park and colleagues (2018) perhaps presented a viable explanation for such a scenario, whereas adaptive performance usually contributes meaningfully to enhanced motivation among the salespeople, given that it allows these workers to craft their jobs in a more imaginative manner.

Another important dimension of job crafting is sales controls. As such, there appears to be an implied link within the literature between activity, capability, and outcome controls, and job crafting. While no studies have explicitly investigated sales control and job crafting together, the findings of the available literature seem to implicitly indicate that there may be a link between the two phenomena.

For example, Malek, Sarin, and Jaworski (2018) define "activity control" as the administrative control over the conventional tasks of the salespeople, "capability control" as the managerial control over skills, and "outcome control" as the degree or magnitude of

responsibility/accountability that an organization's management lays upon the salespeople. More precisely, an outcome control links with evaluating salespeople on specific outcomes accomplished, for example, when the salesperson meets the sales expectations or the sales target the organization has set for them. A more fulfilling definition that matches the two measures of job crafting as defined earlier (task and relational measures) is that outcome controls are processes through which firms direct and motivate workers to complete tasks and relate with each other when executing tasks in specific ways that are aligned with the entity's objectives (Sihag & Rijdsdijk, 2019).

Sitkin, Cardinal, and Bijlsma-Frankema (2010) and Kirsch *et al.* (2010) also echo this particular definition. Without these controls, Sihag and Rijdsdijk (2019) argue, workers will most probably complete tasks in such a way that seeks to fulfill their own objectives, which might be contrary to those of the organization. Similarly, a lack of organizational control is assumed to abscond the relational mandate required when completing a job-related task.

The seminal study by Cravens and colleagues (1993) revealed that behavior-related systems linked to controlling the salespeople have a solid associating effect with the defined attributes of the salesforce, effectiveness of the sales organization, and unique salesforce elements. The researchers added that lapse or relaxed behavior-based salesperson control systems lead to an optimized sales organization, defined salespeople attributes, and sales performance.

A study by Li, Peng, and Zhuang (2020) shows that outcome control usually leads to improved salespeople's commitment, but that activity and capability control weakens the responsibility of the salespeople. Nevertheless, the researchers note that even capability control could enhance job commitment if one accounts for behavioral uncertainty's (i.e., behavioral content and sales cycle uncertainties) moderating effect. Though job crafting was not directly included in the study's empirical model, these results can be implicitly applied as outcome controls are proposed sub-dimensions of job crafting. Challagalla and Shervani (1996) offer a more holistic view of salesperson

control systems by asserting that salespeople will likely alter their job-related behaviors if they work within controls that support their role changes.

4.2 Moderation and Self-Construal

A crucial dimension of job crafting within the sales realm is self-construal. Self-construal is primarily the way individuals perceive themselves at a fundamental level (Giacomin, Jordan, & Christian, 2017), or as Agarwal and Wu (2018) put it, self-construal refers to how people not only define but also make meaning of the self in relation to others. Thus, self-construal is whether individuals view themselves as essentially separate from or integrally linked with or connected to others. Voyer and Franks (2014) also contributed towards the elucidation of self-construal, identifying that self-construal prevails as a form of self-knowledge. While this is the case, self-construal is not a form of self-process. The self-process usually includes the “I” as a subject of consciousness. In stark contrast, self-knowledge encompasses “me” as the object of consciousness. Thus, from the distinction, it is clear that the self-process comprises an internal and active sense of self-identity. Different from this, self-knowledge relates to a more external, passive, and reflective representation of self-identity. Thus, when defining self-construal along the lines of self-process versus self-knowledge, one may only be accurate when counting on the latter conceptualization.

Through the lens of self-construal, job crafting refers to the constellation of thoughts, feelings, and actions relating to one’s relationships with others and the degree to which the self remains separate from or connected to others. This degree is labeled as either *independent self-construal*, the magnitude to which people usually visualize themselves as autonomous, distinct, or unique, or as *interdependent self-construal*, the degree to which workers perceive themselves as integral constituents of the larger social group. In one of the few studies which focused on self-construal related to forms of job tasks, Pilarska (2014) found a weaker correlation between the varied identity structure elements (i.e., uniqueness, a sense of separateness, continuity) and subjective well-

being for workers who exhibited interdependent self-construal relative to their peers who demonstrated high independent self-construal.

As investigated, self-construal has not been studied much in the sales realm, at least not in a cross-level type design as this research is planning to conduct. According to Schuler et al. (2019), the current body of research has continually overlooked this facet's essence, even though self-construal usually moderates the connection between workers' engagement with a job, performance, and possibly job crafting. Job crafting can certainly be influenced by self-construal since interdependent salespeople will most likely refer to others' approaches and determine if job crafting allows them to assimilate. In contrast, independent salespeople might be motivated to job craft automatically.

In addition, self-construal is an internal process that influences one's creativity (Shao, Nijstad, & Täuber, 2018). A person with independent self-construal can generate novel and potentially meaningful ideas, which is indeed the core of job crafting. While this is the case, the researchers also illustrated that the creativity exhibited by people with interdependent self-construal vary. Earlier in this paper, it was established that job crafting might prevail as positively or negatively oriented. It is positively oriented in that an employee might want to engage in something but in a different way. Alternatively, job crafting may be used to avoid performing an action necessary to execute a specified job role. If this is the case, then the notion about variations in creativity underlying self-construal is salient. As one would expect and propose, a person who opts to perform a job-related action but in a different way than the usual way of doing things is possibly likely to exhibit a greater level of creativity than the individual who opts for the standard method.

Though the majority of the studies on self-construal tend to advance distinct or varied definitions of the notion, the definitions build on the same foundation, namely the perception of oneself as connected with others or independent of others. However, there is an important variation in antecedents. The various antecedents of self-construal as defined by each of the studies that focus on

the phenomenon are presented in Table 3, Appendix A. The table shows the contexts under which self-construal has been studied, illustrating the antecedents to self-construal as defined by the various researchers, as well as the key moderators, findings of the various studies, and the sample sizes employed when investigating the issue of self-construal. Table 3 also presents the consequences of self-construal as discussed across the diverse body of evidence currently in place. The documented information is meaningful, given that it serves as the foundation through which the key hypotheses of the current study were developed.

Self-construal has numerous antecedents. Examples include social support, maintaining relational harmony, living up to the principles or standards of others, fitting into one's suitable roles within the workplace, and the group's social roles, among numerous others. Consequently, one of the primary findings is that self-construal, regardless of the type, plays a role in determining the nature of emotion, cognition, motivation, and social behavior (Cross *et al.*, 2011). Another study by Wu and colleagues (2018) reveals that self-construal has the potential to affect proactive behavior. Moreover, Zdaniuk and Bobocel (2011) found that independent self-construal prompts people to oppose preferential treatment affirmative action. This is because people characterized by such behaviors conceive justice based on micro justice instead of macro justice. Cojuharenco and colleagues (2012) contend that self-construal, especially the interdependent one, has the potential to mitigate the incidence of unethical behavior.

5. Performance as an Outcome of Job Crafting

Research has helped to elucidate how job crafting affects employee' performance. Though some warn that job crafting, which promotes individual interests rather than collective ones, can promote adverse effects on performance, most studies have shown that job crafting can often lead to increased work performance. For example, Challagalla and Shervani (1996) showed that job crafting leads to enhanced sales targets. Wrzesniewski and Dutton (2001) demonstrated that job crafting helps

employees understand the job design better, develop improved meaning of work, and generate a new workplace identity. This, in turn, promotes improved performance. Rousseau *et al.* (2006) found that job crafting helps increase the scope of work, which paves the way for robust improvement. Another study by Tims and Bakker (2010) highlights that job crafting provides workers with an opportunity to match their task assignments to their potentials, skills, and abilities, increasing the chances of optimized job performance.

Furthermore, Bakker, Tims, and Derks (2012) showed that with job crafting, it follows that job engagement increases, which then promotes the possibility of improved performance on the job. And lastly, Wang, Demerouti, and Le Blanc (2017) noted that employee work identity increases with job crafting. If the employees' motivation to identify with their work or job role increases, the performance will inevitably heighten.

6. Hypothesis Development

This section discusses the background and reasoning used to develop the six hypotheses of this study. The hypothesized model is shown in Figure 1.

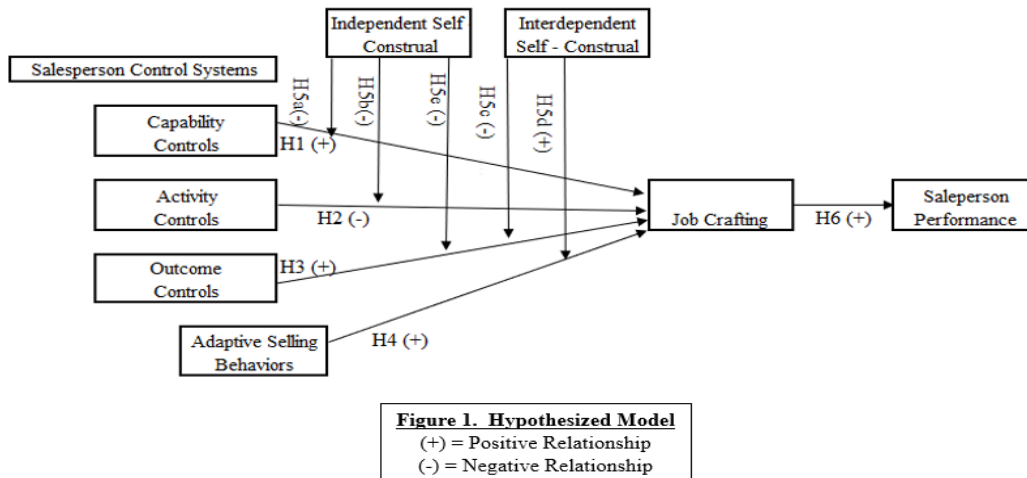


Figure 1. Hypothesized model.

6.1. Salesperson Control System Measures and Job Crafting

As shown in a study by Challagalla and Shervani (1996), control systems measures (behavioral controls) can be broken into three categories: capability control, activity control, and outcome control. Basically, control systems are generated or developed to motivate or direct the employees to behave or accomplish job-related outcomes consistent with the goals an entity has set. To better explain how this research's key hypotheses were developed, each category of control systems is discussed below.

The first behavioral control is *capability control*. Capability control is defined as the managerial control over the skills and abilities of the salespeople (Challagalla & Shervani, 1996), “designed to develop and reward salespeople’s selling skills and has been suggested to impact intrinsic motivation” (Miao, Evans & Shaoming, 2007, p. 418). In their research, Oliver and Anderson (1994) provide only an implied indication that job crafting may be influenced by any of the sales controls, such as activity, capability, and outcome controls. Similarly, Bindl and colleagues (2019) showed that any attempt to develop broader capacity in one’s job closely relates to promotion-oriented skill crafting. However, the study explores the case of capability control in a series of work contexts but touches only minimally on wholesale. Lastly, and more directly, Matsuo (2019) found that Japanese salespeople were more innovative and creative when sales controls (behavior, outcome, and knowledge) were present in the workplace.

The relationship between capability control and job crafting within the sales context remains untested, however. As such, no study has empirically tested the relationship between capability controls and job crafting. Any interested reader can only try to link the two concepts based on the available information. The subsequent interpretations might be somewhat skewed. Such uncertainty makes it even more pertinent to investigate the relationship between capability control and job crafting. As I attempt to expand this line of research, it is proposed that capability control will

motivate salespeople to job craft, possibly innovate and alter skills, sometimes replacing mediocre techniques.

***Hypothesis 1:** Capability controls will have a positive effect on job crafting.*

As discussed by Malek et al. (2018), *activity control* is the administrative control over the conventional daily tasks of the salespeople. Activity control is the regulation of tasks performed by salespeople that are expected on a daily or weekly basis, mostly a required and specific activity to complete. As highlighted in the study by Challagalla and Shervani (1996), activity controls specify the tasks a person is expected to complete on a perpetual basis, with performance indicators being rewards and/or punishments. As Malek et al. further describe, activity controls include goal setting, monitoring, and feedback. However, the relationship between activity control and job crafting can sometimes bear negative results for companies and salespeople; in some cases, when salespeople modify job tasks, usually unsupervised, they can find themselves violating company policies or straying away from the overall required objectives (Wrzesniewski & Dutton, 2001).

***Hypothesis 2:** Activity controls will have a negative effect on job crafting.*

Lastly, the third behavioral control is *outcome control*, defined as the level of responsibility required by the salesperson. As described by Malek et al. (2018), sales quota as an example of outcome control is an evaluation against a pre-specified goal. Outcome controls for a salesperson usually have minimal supervision and little to no monitoring. As Oliver and Anderson (1994) note, by utilizing straightforward and objective measures, outcome-based salesperson control systems measures consist of negligible supervisory immersion with salespeople.

Furthermore, Malek et al. (2018) points out that extrinsic motivation is also a key contributor to outcome controls; however, a salesperson's role clarity is vitally important to consider. Another study by McAmis et al. (2015) proposed that outcome controls are measured objectively; therefore, they rarely expose the independence of the person linking the organization's internal networks with

external sources of information. Hence, to finalize the proposed hypothesis for outcome controls, the research by Evans and colleagues (2007) indicate that psychological climate perceptions is important to consider because it highlights the enhancements of sales controls, job satisfaction, and performance, further proving a natural phenomenon may be associated with this context of sales and job crafting among salespeople. In summary, outcome controls should shape the foundation and promote job crafting to help employees reach specific goals, especially when capability and resources are limited.

***Hypothesis 3:** Outcome controls will have a positive effect on job crafting.*

Outcome controls are processes through which companies direct and motivate employees to complete tasks and relate with each other when executing tasks in certain ways that are aligned with the entity's objectives (Sihag & Rijdsdijk, 2019). When an entity issues outcome controls, the salespeople will exhibit the desire to change the way they go about completing their sales tasks and the way they work with each other as a team. As such, they will become more innovative and engage with each other more than in a situation in which outcome controls do not exist. Therefore, outcome controls might lead to job crafting exhibited through altered task execution processes and improved interdependence. In the absence of outcome controls, the salespeople will still alter the way they execute their sales tasks and the way they relate with each other when completing such tasks. Even so, the changes will be adverse. As such, the salespeople will craft their jobs in such a way that meets their interests. They will also craft their relationships, hence becoming more individualistic. Therefore, a state of task and relationship disharmony, much to the company's detriment, will suffice.

6.2 Adaptive Selling Behaviors and Job Crafting

According to Weitz et al. (1986), adaptive selling comprises changing the facets of the selling process. The motivation behind such change is usually how a salesperson perceives a customer's customer. Thus, it is relevant to assert that adaptive selling involves customer-specific changes.

Adaptive selling promotes modifications to a salesperson's sales strategy toward a particular customer; therefore, promoting the desire to further one's transformation in job crafting.

***Hypothesis 4:** Adaptive selling will have a positive effect on job crafting.*

A salesperson always seeks to have a positive sales outcome when they engage with a potential buying customer. Besides, the salesperson is adequately aware that each sales context, and every personality of the customer, differ significantly. While some customers are difficult to convince, others do not need much persuasion. Therefore, it is not tenable for the salesperson to embrace a one-size-fits-all method in their sales position. Instead, the salesperson will seek to adopt a sales method based on the presenting attributes of the customer and the sales context. This being the case, the salesperson will craft their interaction with the customer by adding or reducing some aspects of the job to enhance the sales performance. Thus, adaptive selling will most likely have a positive effect on job crafting.

6.3 Self-Construal and Job Crafting

Self-construal refers to how individuals perceive themselves in relation to others (Giacomin et al., 2017). Alternatively, according to Agarwal and Wu (2018), self-construal involves people defining and making meaning of the self in relation to others. Through the lens of self-construal, job crafting refers to the constellation of thoughts, feelings, and actions relating to one's relationships with others and the degree to which the self remains separate from or connected to others. This brings to the fore the notions of independent and interdependent self-construal. Interdependent self-construal refers to the constellation of thoughts, feelings, and actions relating to one's relationships with others. Independent self-construal is the degree to which the self remains separate from or connected to others.

***Hypothesis 5a:** Independent Self-Construal will negatively moderate the relationship of capability control upon job crafting.*

Capability control is defined as the managerial control over the skills and abilities of the salespeople (Challagalla & Shervani, 1996). Therefore, capability control limits the extent to which a salesperson can use their skills to change their sales task positively. Independent self-construal, since it concerns a sales employee crafting their jobs to meet the sales targets at the expense of others, has a negative moderating effect. As such, independent self-construal offers an incentive to the salesperson to engage in avoidant behaviors, which makes it difficult for the employee to exhibit creativity in executing the sales task. Therefore, independent self-construal amplifies the effects of capability control on job crafting.

***Hypothesis 5b:** Independent Self-Construal will negatively moderate the relationship of activity control upon job crafting.*

Activity control implies that the extent to which the employees can craft their jobs is limited. Independent self-construal implies that a worker is less enthusiastic about crafting their job, which then amplifies the effects of activity control.

***Hypothesis 5c:** Interdependent Self-Construal will negatively moderate the relationship of outcome control upon job crafting.*

Outcome control promotes the salespeople to behave in a certain way such that these workers change certain aspects of their tasks and relationships in pursuance of sales targets provided the alterations align with the company's desires. Hence, interdependent self-control provides a foundation through which outcome control optimizes job crafting.

***Hypothesis 5d:** Interdependent Self-Construal will positively moderate the relationship of adaptive selling upon job crafting.*

Adaptive selling is changing salesperson's approach based on the prevailing sales context, situation, or customer's personality. Interdependent self-construal, since it encourages the employees

to leverage each other's strengths, builds on the salesperson's adaptive selling capabilities. This, in turn, increases the likelihood that the salesperson will craft the sales task and relationships.

***Hypothesis 5e:** Independent Self-Construal will negatively moderate the relationship of outcome controls upon job crafting.*

Independent self-construal, because it is limited to the self, will reduce the chances that the salesperson will benefit from interacting with others. Therefore, independent self-construal means that the salesperson will not behave or act in a certain way as dictated through outcome controls. Thus, the salespeople may desire to engage in avoidant behaviors. Consequently, the incentives for them to craft their sales tasks in pursuance of effective outcomes will be lacking.

6.4 Salesperson Performance

According to Challagalla and Shervani (1996) and Wrzesniewski and Dutton (2001), job crafting enhances sales targets while helping employees understand the job design better, develop improved meaning of work, and generates a new workplace identity. This, in turn, promotes improved performance. Rousseau *et al.* (2006) showed that job crafting increases the scope of work, which paves the way for robust improvement. However, job crafting might promote work imbalance, therefore jeopardizing workplace performance. Salesperson performance is defined as meeting or achieving all of your sales targets and goals as well as high dollar sales.

***Hypothesis 6:** Job crafting will positively influence (a) salesperson revenue, and (b) salesperson conversion/win rate/achieving targets.*

Job crafting allows the salesperson to develop a better understanding of what the sales position entails. At the same time, job crafting allows the employee to develop a more productive perception of the meaning of the sales task. What is more, with job crafting, the coverage of the sales job increases, given that the salesperson is allowed to add new facets of the job they find interesting.

All these enhancements emerging from job crafting make the salesperson more effective in converting potential sales to successful deals. The high conversion rates, in turn, means that the salesperson will make more sales, which will then attract momentous bonuses.

CHAPTER III

METHODOLOGY

1. Participants and Procedures

The present study investigated why salespeople job craft and to what extent they are influenced by self-construal, controls, and adaptive selling behaviors. The research participants were a demographically representative sampling of industrial salespeople from various companies across the United States. The sampling was conducted by LUCID (<https://luc.id>), a sampling marketplace company that pioneers technology solutions to inform data-driven research based on “the sentiments of real people.” LUCID distributed the survey questionnaire to 305 salespeople who completed the survey between February 25, 2021, and March 10, 2021. Demographics and sample characteristics are presented in Chapter IV. Participants were compensated \$4.00 U.S. dollars for survey completion, which was estimated to take about 20 minutes.

2. Measures

A total of 60 survey questions, including five demographics and three administrative questions (consent, salesperson acknowledgment, and a verification check), were included in the survey for this study. All survey questions were measured utilizing a 7-point Likert scale, ranging from 1=“Strongly Disagree” to 7=“Strongly Agree.”

To ensure internal validity, this study adapted survey questions from prior theory. The 15 survey questions relating to control measures (capability, activity, and outcome) were adapted from Miao *et al.* (2007). In their study, the researchers proved the discriminant validity of their measurements by testing a series of nested CFA models.

The eight questions on adaptive selling behavior were adapted from Marks, Vorhies, and Badovick (1996) and Spiro and Weitz's (1990) "ADAPTS" scale. In their research, Spiro and Weitz utilized nomological validity for all measures.

The eight questions on self-construal were adapted from Gardner, Gabriel, and Lee (1999). The questions they developed aimed to measure self-construal (independent / interdependent) using people's views of themselves compared to others.

The ten questions related to job crafting (task and relational) were adapted from Slemp and Vella-Brodrick (2014). However, I removed the cognitive tasks segment as the current research focused on relational and task crafting only.

The eight questions about performance were adapted from measures previously validated by Challagalla and Shervani (1996). The measures look at the overall annual previous year's performance. The internal consistency of these measures was tested through Cronbach's alpha, which ranged from .792 (self-construal) to .963 (controls), as shown in Table 6, Appendix B.

3. Data Analysis

The data analysis process began with reviewing the data, then cleaning and re-formatting it to export it into SAS, JMP, and MPLUS, three software tools used for statistical analysis and data visualization. The questions from the survey were converted into numerical values for analysis and randomization. Once the numerical values were obtained, I conducted basic summary descriptive statistics to review each item and construct.

The next step was to run a confirmatory factors analysis (CFA), which was used to investigate whether the measures of the constructs were consistent with my a priori understanding of them. This type of analysis is typically used to assess model fit: by specifying factor loadings, the CFA tests the correlations between observed measures and factors or latent variables. The last step was to develop a path model based on the CFA results and test the hypotheses.

CHAPTER IV

RESULTS

1. Participant Demographics

Table 4 reports the demographic data for the salespeople who responded to my survey questionnaire. The research participants were a demographically representative sampling of industrial salespeople. The total number of respondents was 305, of which 162 (53.3%) were male, and 141 (46.4%) were female.

Participants' age was divided into groups: 10.8% ranged from 18-25 years of age, 39.7% ranged from 26-40 years of age, 16.4% ranged from 41-50 years of age, and 33.1% were 51 years of age or older. The highest level of education for a third of the participants was a high school diploma (32.8%), for 50.8% a bachelor's degree, for 13.4% a master's degree, and for 2% a doctoral degree.

Table 4*Participant Demographics*

Gender	%	N
Males	53.30	162
Females	46.40	141
Other	0.30	1
Age	%	N
18-25	10.80	33
26-40	39.70	121
41-50	16.40	50
51+	33.10	101
Ethnicity	%	N
African American	12.10	37
Caucasian	74.80	228
Latino/Hispanic	8.50	26
Asian	3.90	12
Other	0.35	1
No Answer	0.35	1
Education	%	N
High School	32.80	100
Bachelors	50.80	155
Masters	13.40	41
Ph.D.	2.00	6
No Answer	1.00	3

2. Procedures

LUCID, a sampling marketplace company, sent a survey to a random sample of salespeople participants. The participants were asked to confirm they were salespeople and were compensated \$4.00 USD for survey completion. Three hundred and five participants completed the survey. The data was then exported from Qualtrics into Microsoft Excel for data cleaning. Missing data from extra rows and columns and auto-filled boxes (-99) were removed, and each measure was color-coordinated with each construct for ease of review and analysis. After cleaning and formatting, I exported the data to SPSS and SAS for further analysis.

3. Reliability and Descriptive Statistics

The survey questionnaire included the following variables: salesperson control system measures (capability, activity, and outcome), adaptive selling behavior, job crafting, salesperson performance, and self-construal (dependent and interdependent). The 52 measurement items are listed in Table 5, Appendix B. The internal consistency of these measures was tested through Cronbach's alpha, which ranged from .792 (self-construal) to .963 (controls). Values are shown in Table 6, Appendix B. Prior research indicates that the alpha level needs to be above .70; therefore, all the items were found to have internal consistency. The intraclass correlation coefficient on the measurement items was .957, indicating high inter-rater reliability as well.

The first step in analyzing the data was to check for missing values and to calculate central tendency and variability (see Tables 7 to 15, Appendix B). Though there were a few missing values, their total was negligible for statistical purposes. In terms of central tendency, the average mean was 5.11 across all items. Notably, the mode of the data was six, which corresponded to "Agree." However, on performance measures, the data showed multiple modes and loaded onto two factors (causing me to split up the performance measures into two separate variables). In terms of variability, or the variance (difference between the scores) and standard deviation (overall variation in the sample), the data seemed to be fairly normalized. Table 16 below presents the mean and standard deviation for the main constructs.

Table 16 also shows the variables' measures: Capability Controls, Outcome Controls, Adaptive Selling Behavior, Job Crafting, Salesperson Performance, and Interdependent Self-Construal. I removed Activity Controls and Independent Self Construal from the final model due to low factor loadings. The mean of capability controls was 5.19 across all items. The mean of outcome controls was 5.35 across all items. The mean of adaptive selling behavior was 5.43 across all items. The mean of job crafting was 5.36 across all items. The mean of salesperson performance was 6.05

across all items, and for interdependent self-construal was 4.87 across all items. The standard deviation of capability controls was 1.42 across all items, for outcome controls was 1.36 across all items, and for adaptive selling behavior was 0.92 across all items. The standard deviation of job crafting was 1.01 across all items, and salesperson performance was 0.79 across all items. The standard deviation for interdependent self-construal was 1.25 across all items.

Table 16

Descriptive Statistics and Variable Inter-Correlations

	Mean	SD	1	2	3	4	5	6	7
1. Capability Controls	5.19	1.42	1						
2. Outcome Controls	5.35	1.36	0.801**	1					
3. Adaptive Selling Behavior	5.43	0.92	0.321**	0.428**	1				
4. Job Crafting	5.36	1.01	0.490**	0.517**	0.700*	1			
5. Salesperson Performance	6.05	0.79	0.355**	0.411**	0.704**	0.548**	1		
6. Interdependent Self-Construal	4.87	1.25	0.418**	0.427**	0.315**	0.493**	0.406**	1	

Note: N = 305

** p < 0.001; * p < 0.01; * p < 0.05

4. Confirmatory Factory Analysis

Next, since all model variables were drawn from accepted measurements, I was able to run a confirmatory factor analysis (CFA) immediately. As a multivariate statistical procedure, CFA tests if and how the variables measured in a study represent the number of constructs in a model. The CFA was conducted using Mplus 8.2. Based on the factor loadings, I separated the performance variable into two: Performance 1 (items 1-4) and Performance 2 (items 5-8).

The initial 1- factor all measures combined model was found to have poor fit (χ^2 (1044) = 25145.766, $p < .001$; CFI = .841; TLI = .828; SRMR = .0063; RMSEA = .070, CI 95% = .067, .074) and did not load well on the factors. Standardized factor loadings revealed that the indicators loaded fairly well on the *capability controls variable* (0.641 to 0.892). Standardized factor loadings revealed that the indicators loaded fairly well on *activity controls variable* (0.705 to 0.865), *outcome controls variable* (0.760 to 0.894), *job crafting variable* (0.548 to 0.756), *Performance 1 variable* (0.643 to 0.794), *Performance 2 variable* (0.681 to 0.810), *independent self-construal variable* (0.499 to 0.698) and *interdependent self-construal variable* (0.465 to 0.800). However, standardized factor loadings revealed that all the indicators did not load well on the *adaptive selling behavior variable* (0.261 to 0.735).

Since all the indicators did not load well on the Adaptive selling behavior variable, I removed one item and ran a second CFA model. The second model was found to have poor fit (χ^2 (998) = 2437.867, $p < .001$; CFI = .843; TLI = .830; SRMR = 0.060; RMSEA = 0.071, CI 95% = .067, .074) and did not load well on the factors. Standardized factor loadings revealed that the indicators loaded fairly well on the *Capability controls variable* (0.641 to 0.892), *Activity controls variable* (0.708 to 0.865), *Outcome controls variable* (0.761 to 0.894), *Adaptive selling behavior variable* (0.582 to 0.735), *Job crafting variable* (0.559 to 0.755). Standardized factor loadings revealed that all the indicators loaded fairly well on *Performance 1 variable* (0.620 to 0.810), *Performance 2 variable* (0.498 to 0.698), *Self-Construal variable* (0.499 to 0.698), *Interdependent Self-Construal variable* (0.465 to 0.800). But, the correlation between Activity controls and Capability controls (0.959), between Outcome controls and Activity controls (0.923), and between Self-Construal and Job crafting (0.915) were high, and the average for Independent Self-construal was lower than 0.40 (0.352). Thus, the indicators were not sufficiently correlated with each other to all measure the same construct. Therefore, I removed the Activity controls variable from the model and ran the third model.

The third model was found to have poor fit ($\chi^2 (791) = 1990.970$, $p < .001$; CFI = .850; TLI = .837; SRMR = 0.060; RMSEA = 0.071, CI 95% = .066, .074) and did not load well on the factors. Standardized factor loadings revealed that the indicators loaded fairly well onto the *Capability* controls variable (0.628 to 0.891), *Outcome* controls variable (0.753 to 0.898), *Adaptive selling behavior* variable (0.580 to 0.738), *Job crafting* variable (0.561 to 0.752), *Performance 1* variable (0.644 to 0.794), *Performance 2* variable (0.626 to 0.805), *Independent Self-Construal* variable (0.498 to 0.698), and *Interdependent Self-Construal* variable (0.465 to 0.800). However, the correlation between Self-Construal and Job Crafting was high (0.915). Since averages for self-construal were lower than 0.4, the indicators were not sufficiently correlated with each other to all measure the same construct. I removed one item from the Self-Construal Scale and ran a fourth model.

The fourth model was found to have poor fit ($\chi^2 (751) = 1841.780$, $p < .001$; CFI = .852; TLI = .838; SRMR = 0.061; RMSEA = 0.071, CI 95% = .067, .077). All factors loaded fairly well. However, the correlation between Self-Construal and Job Crafting was still high (0.913). Therefore, I excluded one item from Self-Construal and ran a fifth model.

The fifth model was found to have poor fit ($\chi^2 (532) = 1169.355$, $p < .001$; CFI = .897; TLI = .885; SRMR = 0.055; RMSEA = 0.065, CI 95% = .060, .070). All factors loaded fairly well. However, the correlation between Self-Construal and Job Crafting was still high, and that between Self-Construal and Performance 2 was also high. Since averages for self-construal were lower than 0.4, the indicators were not sufficiently correlated with each other to measure the same construct. Therefore, I moved on to a sixth model.

The sixth model was found to have poor fit ($\chi^2 (532) = 1164.508$, $p < .001$; CFI = .897; TLI = .885; SRMR = 0.057; RMSEA = 0.067, CI 95% = .059, .069). All factor loaded fairly well. However, since averages must be at least greater than 0.4 for convergent validity, and the averages for Self-Construal were lower than 0.40, I moved to a seventh model.

The seventh and final model was found to have acceptable fit and included six factors (χ^2 (137) = 302.936, $p < .001$; CFI = .946; TLI = .933; SRMR = 0.048; RMSEA = 0.065, CI 95% = .05, .075). The RMSEA 90% confidence interval had an upper bound value of 0.05, which was right at the cutoff value (*see* Hu & Bentler, 1999). In addition, the CFI was .946 and the TLI was .933, which are both higher than the standard .95 (*see* Hu & Bentler, 1999). All factors loaded fairly well. Standardized factor loadings revealed that the indicators loaded fairly well on the *Capability* controls variable (0.856 to 0.900), *Outcome* controls variable (0.783 to 0.920), *Adaptive selling behavior* variable (0.713 to 0.762), *Job Crafting* variable (0.767 to 0.834), *Performance 1* variable (0.655 to 0.817), and *Interdependent Self-Construal* variable (0.465 to 0.782). The correlation between all variables was acceptable.

In Table 16 above, I also highlight the correlation between factors, and this correlation is acceptable if it is not greater than 0.85 or less than 0.1. These results are taken from the standardized model results in MPLUS for the final (seventh CFA) model. The correlation between capability controls and outcome controls was 0.801. The correlation between Adaptive selling behavior and Capability controls was 0.321, and that between Adaptive selling behavior and Outcome controls was 0.428. For job crafting, its correlation with Capability controls was 0.490, that with Outcome controls was 0.517, and that with Adaptive selling behaviors was 0.700. All correlations were acceptable.

For convergent validity, the average R-squared estimate (bolded) must be greater than 0.5. As shown in Table 17, the average R^2 estimate for Capability controls was 0.771, that for Outcome controls was 0.752, that for Adaptive selling behaviors is 0.541, that for Job Crafting was 0.626, that for Performance 1 was 0.571, and lastly that for Interdependent Self-Construal was 0.499. This signified that the indicators were sufficiently correlated with each other to measure the same construct. Lastly, in Table 17, all the variables' squared correlation (non-bolded) between the factors were lower than their average r-square estimates, indicating discriminant validity.

Table 17*Average R-squared Estimates*

	CC	OC	ASB	JC	PERF	SCI
CC	0.771					
OC	0.642	0.752				
ASB	0.103	0.183	0.541			
JC	0.240	0.267	0.490	0.626		
PERF	0.126	0.169	0.495	0.300	0.571	
SCI	0.175	0.182	0.090	0.243	0.165	0.499

Table 18*Confirmatory Factor Analysis*

Description	χ^2	df	CFI	TLI	RMSEA [CI]	SRMR
Model 1	2515.766	1044	0.841	0.828	0.070 [0.067; 0.074]	0.063
Model 2	2437.867	998	0.843	0.830	0.071 [0.067; 0.074]	0.060
Model 3	1919.970	791	0.850	0.837	0.070 [0.066; 0.007]	0.060
Model 4	1841.780	751	0.852	0.838	0.071 [0.067; 0.071]	0.061
Model 5	1169.355	532	0.897	0.885	0.065 [0.060; 0.007]	0.055
Model 6	1164.508	532	0.897	0.885	0.067 [0.059; 0.069]	0.057
Model 7 – Final	302.936	137	0.946	0.933	0.065 [0.055; 0.075]	0.048

Construct validity was also tested in SPSS, using Promax Rotation as well as KMO and Bartlett's Test. Construct validity was confirmed as KMO was .934, which is greater than the standard cutoff of .87 (*see Kesier, 1974*). In addition, with the exception of one job crafting question and one adaptive selling behaviors question, commonalities were greater than 0.5, which is more than the standard cutoff of 0.4 (*see Osborne, Costello, & Kellow, 2008*).

5. Hypothesized Model Testing

For ease of consultation, a list of the proposed hypotheses is presented below.

- H1: *Capability controls will have a positive effect on job crafting.*
- H2: *Activity controls will have a negative effect on job crafting.*
- H3: *Outcome controls will have a positive effect on job crafting.*
- H4: *Adaptive selling will have a positive effect on job crafting.*
- H5a: *Independent Self-Construal will negatively moderate the relationship of capability control upon job crafting.*
- H5b: *Independent Self-Construal will negatively moderate the relationship of activity control upon job crafting.*
- H5c: *Interdependent Self-Construal will negatively moderate the relationship of outcome control upon job crafting.*
- H5d: *Interdependent Self-Construal will positively moderate the relationship of adaptive selling upon job crafting.*
- H5e: *Independent Self-Construal will negatively moderate the relationship between outcome controls upon job crafting.*
- H6: *Job crafting will positively influence a) salesperson revenue and b) salesperson conversion/win rate/achieving targets.*

Next, I set up a path analysis in MPLUS to test each hypothesis. Path analysis is used to differentiate and evaluate the effects of a set of variables acting on a specified outcome via multiple casual pathways (Columbia Public Health, n.d.). For the variables, I utilized capability controls, outcome controls, adaptive selling behaviors, job crafting, salesperson performance (items 5-8), interdependent self-construal, the interaction between interdependent self-construal and outcome controls, and the interaction between interdependent self-construal and adaptive selling behaviors. For the model, I used job crafting on capability controls, job crafting on outcome controls, job crafting on adaptive selling behaviors, job crafting on the interaction of interdependent self-construal and outcome controls, job crafting on the interaction of interdependent self-construal and adaptive selling behaviors, and finally salesperson performance on job crafting. Lastly, I set the output to sampstat, residual, stdyx, tech4, and modindices and ran the path model.

The path model input terminated normally, yielding two dependent variables—job crafting and salesperson performance—and six independent variables: capability controls, outcome controls, adaptive selling behaviors, interdependent self-construal, interdependent self-construal/outcome controls interaction, interdependent self-construal/adaptive selling behaviors interaction.

Table 19 shows model fit. The RMSEA estimate and confidence interval were high, indicating the model did not fit the data well; however, the CFI value of 0.925 indicates that the hypothesized model had an acceptable fit. Finally, the SRMR value of 0.056 suggests that variances, covariances, and means of the model fit the data reasonably well. The final path model results are reported in Table 22. I utilized these analyses to evaluate my hypotheses.

Table 19

Model Fit

Description	χ^2	df	CFI	TLI	RMSEA [CI]	SRMR
6-Factor Model	36.772	6	0.925	0.837	0.130 [0.091; 0.171]	0.056

Hypothesis 1 posited that *Capability controls will have a positive effect on job crafting*, and it was supported. The relationship was statistically significant (B= 0.088, SE = 0.043, p =0.041).

Hypothesis 2 stated that *Activity controls would have a negative effect on job crafting*. This hypothesis was not tested due to activity controls being removed from the final model because the factor loadings did not load well.

Hypothesis 3 postulated that *Outcome controls would have a positive effect on job crafting*. However, the relationship between outcome controls and job crafting was not significant (B=0.167, SE=0.106, p=0.117). Therefore, the hypothesis was not supported.

Hypothesis 4 was supported. The relationship between adaptive selling behaviors and job crafting was statistically significant (B=0.792, SE=0.178, p < 0.001).

Hypothesis 5a stated that *Independent Self-Construal would negatively moderate the relationship of capability control upon job crafting*. However, Independent Self-construal was removed from the model because factor loadings did not load well.

Hypothesis 5b posited that *Independent Self-Construal would negatively moderate the relationship of activity control upon job crafting*. This did not prove true because the factor loadings did not load well, and the variable was removed from the model.

Hypothesis 5c, *Interdependent Self-Construal will negatively moderate the relationship of outcome control upon job crafting*, was not supported. Though Interdependent Self-Construal is a significant predictor of Job Crafting ($B=0.692$, $SE=0.197$, $p < 0.001$), the interaction between Interdependent Self-Construal and Outcome controls was non-significant ($B=0.014$; $SE=0.022$, $p=0.532$). Therefore, we must reject Hypothesis 5c.

Hypothesis 5d posited that *Interdependent Self-Construal would positively moderate the relationship of adaptive selling behaviors upon job crafting*. This hypothesis was supported. Interdependent Self-Construal was a significant predictor of Job Crafting ($B=0.692$, $SE=0.197$, $p=0.000$), and the interaction between Interdependent Self-Construal and Adaptive selling behaviors was statistically significant ($B=-0.092$; $SE=0.036$, $p=0.010$). Thus, Hypothesis 5d was accepted.

Hypothesis 5e posited that *Independent Self-Construal would negatively moderate the relationship between outcome controls upon job crafting*. This, too, did not prove true because the factor loadings did not load well, and the variable was removed from the model.

Hypothesis 6 was supported. The relationship between salesperson performance and job crafting was statistically significant ($B=0.434$, $SE=0.037$, $p < 0.001$). The significance or non-significance of the hypotheses is presented in Table 20.

Table 20*Hypothesis Significance/Non-Significance*

Hypothesis	Significant	Non-Significant
1 <i>Capability Controls will have a positive effect on job crafting.</i>	X	
2 <i>Activity Controls will have a negative effect on job crafting.</i>		X
3 <i>Outcome Controls will have a positive effect on job crafting.</i>		X
4 <i>Adaptive Selling Behaviors will have a positive effect on job crafting.</i>	X	
5a <i>Independent Self-Construal will negatively moderate the relationship of capability control upon job crafting.</i>		X
5b <i>Independent Self-Construal will negatively moderate the relationship of activity control upon job crafting.</i>		X
5c <i>Interdependent Self-Construal will negatively moderate the relationship of outcome control upon job crafting.</i>		X
5d <i>Interdependent Self-Construal will positively moderate the relationship of adaptive selling upon job crafting.</i>	X	
5e <i>Independent Self-Construal will negatively moderate the relationship between outcome controls upon job crafting.</i>		X
6 <i>Job Crafting will positively influence a) salesperson revenue and b) salesperson conversion/win rate/achieving targets.</i>	X	

6. Final Model

The final items in the model are shown in Table 21, and the final model is depicted in Figure 2. Hypothesis 1 was supported, as the relationship between Capability Controls and Job Crafting was statistically significant ($B=0.088$, $SE=0.043$, $p=0.041$). Hypothesis 4 was also supported, as the relationship between Adaptive Selling Behaviors and Job Crafting was statistically significant ($B=0.792$, $SE=0.178$, $p<0.001$). Hypothesis 5d was statistically significant, although Interdependent Self-Construal demonstrated a negative correlation coefficient in the relationship of adaptive selling behaviors upon job crafting ($B=-0.092$; $SE=0.036$, $p=0.010$). Hypothesis 6 was also supported, as the relationship between Salesperson Performance and Job Crafting was statistically significant ($B=0.434$, $SE=0.037$, $p<0.001$). However, the other hypotheses were not supported.

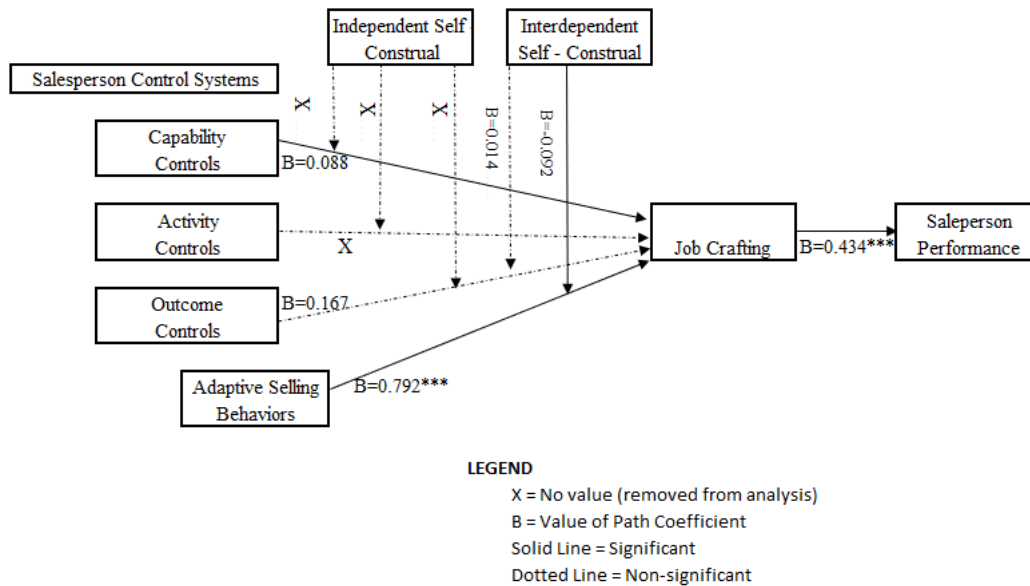


Figure 2. Final model.

Table 21*Final Items in Model*

Constructs	Items	Item Number
Capability Controls	Items	Items 1 - 3
Outcome Controls	Items	Items 11 - 13
Adaptive Selling Behaviors	Items	Items 16 - 19
Job Crafting	Items	Items 24 - 29
Performance 1	Items	Items 34 - 37
Interdependent Self Construal	Items	Items 42 - 44
Interdependent Self Construal & Outcome Controls	Items	Items 42 - 44 & 11 - 13
Interdependent Self Construal & Adaptive Selling	Items	Items 42 - 44 & 16 - 19

7. Post-Hoc Analysis

A post-hoc analysis helps to look for patterns that can lead to alternative or additional analysis of the data. Based on the poor model fit for path modeling, I examined whether the data was acceptable for performing a regression analysis—a statistical process for estimating the relationships between the independent variable(s) and dependent variables. Correlation (a single point) captures the degree of interrelation between two variables. At the same time, regression (shown by a line), based on causality, shows a degree of connection and cause/effect. I used SPSS to perform the regression.

After many iterations, I found that the best way to interpret the data was to examine Crafting 1 (Items 1-5), Job Crafting 2 (Items 6-10), Performance 1 (Items 1-4), and Performance 2 (Items 5-8). For Job Autonomy, I had to remove one item due to faulty data. As for the path modeling, I reviewed the Cronbach's alpha coefficient, which all showed greater than 0.60. The scales were found to have good reliability and internal consistency (Pallant, 2001).

Next, I again reviewed the descriptive statistics for the new adjusted variables, showing Job Crafting 1 (Mean 5.48, and SD 1.02), Job Crafting 2 (Mean 5.23 and SD 1.24), Performance 1 (Mean 6.04, SD = 0.79), Performance 2 Mean 5.48, D 1.10) and Job Autonomy (Mean 5.85 and SD 1.03).

Next, I computed the Pearson correlation coefficient to determine the relationship between Capability Controls, Activity Controls, Outcome Controls, Adaptive Selling Behavior, Job Crafting 1, Job Crafting 2, Job Autonomy, Self-Construal, and Interdependent Self-Construal. The test showed a positive and significant relationship between Job Crafting 1 and Job Crafting 2 and Capability controls, Activity controls, Outcome controls, Adaptive Selling Behaviors, Job Autonomy, Independent Self-Construal, and Interdependent Self-Construal. It also yielded a correlation between Activity controls and Capability controls of 0.876 and 0.847 between Outcome controls and Activity controls. These correlations are well above 0.80, the standard cutoff, indicating potential multicollinearity.

Next, I wanted to review the Dependent Variable correlations. A Pearson correlation coefficient was computed to determine the relationship between Performance 1, Performance 2, Job Crafting 1, Job Crafting 2, and Job Autonomy. As shown in Table 22 below, I find a positive and significant relationship between Performance 1 and 2 and Job Crafting 1 and 2 and Job Autonomy.

Table 22

Correlations

	Performance 1	Performance 2	Job Crafting 1	Job Crafting 2	Job Autonomy
Performance 1	1				
Performance 2	.550**	1			
Job Crafting 1	.478**	.601**	1		
Job Crafting 2	.491**	.576**	.591**	1	
Job Autonomy	.446**	.326**	.321**	.236**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Next, I moved to regression analysis. Since the Pearson correlation between Activity controls and Capability controls (0.876) and between Outcome controls and Activity controls (0.847) was above 0.80, indicating multicollinearity, I excluded Activity control from further analysis.

The first analysis was set up with Independent Variables of Capability controls, Outcome controls, and Adaptive Selling Behaviors, the moderator Self Construal (independent and interdependent), and the dependent variable of Job Crafting 1. This regression analysis was conducted to determine whether Independent/Interdependent Self-Construal moderates the relationship between Capability controls, Outcome controls, Adaptive Selling Behavior, and Job Crafting 1. For this analysis, a variance inflation factor (VIF) greater than 10 indicates multicollinearity (Pallant, 2013). VIF is the ratio of the overall model variance compared to the variance of a model that includes only that single IV. The results, reported in Table 23, show all variables are higher than 10, confirming multicollinearity. Since the highest VIF was for interaction between Capability controls and Independent self-construal, I removed this variable from the model and ran another regression.

Table 23

Regression Analysis Results, Job Crafting 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	p	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-2.743	1.035		-2.650	.008		
Capability Controls	.180	.271	.249	.663	.508	.010	98.509
Outcome Controls	.124	.271	.165	.456	.649	.011	90.646
Adaptive Selling Behavior	.827	.195	.746	4.232	.000	.046	21.649
Self-Construal	.803	.157	.787	5.099	.000	.060	16.614
CC*SC	-.019	.049	-.206	-3.94	.694	.005	189.386
OC*SC	-.077	.046	-.811	-1.684	.093	.006	161.347
Interdependent Self-Construal	.185	.241	.226	.767	.444	.017	60.337
OC*SCI	.081	.026	.860	3.146	.002	.019	52.068
ASB*SCI	-.091	.039	-.848	-2.327	.021	.011	92.548

As shown in Table 24 (Appendix B), the highest VIF for this interaction was between Adaptive Selling Behavior and Interdependent Self-Construal, so I removed this variable and reran

the regression analysis. As shown in Table 25 (Appendix B), the highest VIF for this interaction was between Outcome Controls and Self-Construal, so I removed this variable and reran the regression analysis. I also removed Independent self-construal since it was a moderated variable.

As shown in Table 26 (Appendix B), the highest VIF for this interaction was between Outcome Controls and Interdependent Self-Construal, so I removed this variable and ran the regression analysis again. Also, removing Interdependent self-construal since it is a moderated variable. Lastly, as shown in Table 27 below, the VIF was normalized and acceptable in this final iteration. Once I obtained these final regression analysis results, I ran the hypotheses testing. The model results are shown in Table 28.

Table 27

Regression Analysis, Job Crafting 1 Final

Model	Unstandardized Coefficients		Standardized Coefficients	t	p	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.184	.283		4.183	.000		
Capability Controls	.161	.050	.224	3.237	.001	.384	2.605
Outcome Controls	.114	.052	.151	2.195	.029	.386	2.592
Adaptive Selling Behavior	.526	.050	.474	10.598	.000	.918	1.090

Table 28

Model Summary, Job Crafting 1

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.669 ^a	.447	.442	.76531	1.916

a. Predictors: (Constant), Adaptive Selling Behavior, Outcome Controls, Capability Controls

b. Dependent Variable: JobCrafting1

Next, I finalized the regression equation: $\text{job crafting 1} = 1.184 + 0.161 * \text{capability controls} + 0.114 * \text{outcome controls} + 0.526 * \text{adaptive selling behavior}$. The regression indicated that: Capability controls is a positive significant predictor of Job Crafting 1, $B = 0.161$, $t(304) = 3.237$, $p = 0.001$; Outcome controls is a positive significant predictor of Job Crafting 1, $B = 0.114$, $t(304) = 2.195$, $p = 0.029$; and Adaptive selling behavior is a positive significant predictor of Job Crafting 1, $B = 0.526$, $t(304) = 10.598$, $p < 0.001$. In addition, R^2 was equal to 0.447, indicating that 44.70% of the variance in Job Crafting 1 was explained by Capability controls, Outcome controls and Adaptive selling behavior. The results of the ANOVA, presented in Table 29, were significant, $F(3, 321) = 81.216$, $p < 0.001$. I, therefore, must reject the null hypothesis that the slope of our regression line is zero and conclude that capability controls, outcome controls and adaptive selling behavior do significantly predict Job Crafting 1.

Table 29

ANOVA Results, Job Crafting 1

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	142.705	3	47.568	81.216	.000 ^b
	Residual	176.295	301	.586		
	Total	319.000	304			

a. Dependent Variable: JobCrafting1

b. Predictors: (Constant), AdaptiveSBehavior, OutcomeControls, CapabilityControls

I repeated these same steps for Job Crafting 2 as for Job Crafting 1. The first analysis was set up with Independent Variables: Capability controls, Outcome controls, Adaptive Selling Behaviors, and moderator Independent Self-Construal and Interdependent on the Dependent Variable: Job Crafting 2. Based on the high VIF values, I removed all variables but Capability, Outcome, and Adaptive Selling Behaviors (see Table 30).

Table 30*Regression Analysis, Job Crafting 2 Final*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.933	.353		2.639	.009		
Capability Controls	.199	.062	.227	3.194	.002	.384	2.605
Outcome Controls	.325	.065	.356	5.023	.000	.386	2.592
Adaptive selling Behavior	.282	.062	.210	4.559	.000	.918	1.090

For Job Crafting 2, a regression analysis was conducted to determine whether Capability controls, Outcome controls, and Adaptive Selling Behavior predict Job Crafting 2. The equation for the regression line was $\text{job crafting 2} = 0.933 + 0.199 \times \text{capability controls} + 0.325 \times \text{outcome controls} + 0.282 \times \text{adaptive selling behavior}$. Capability controls was found to be a positive significant predictor of Job Crafting 2, $B = 0.199$, $t(304) = 3.194$, $p = 0.002$. Outcome controls was found to be a positive significant predictor of Job Crafting 2, $B = 0.325$, $t(304) = 5.023$, $p < 0.001$. Adaptive selling behavior was found to be a positive significant predictor of Job Crafting 2, $B = 0.282$, $t(304) = 4.559$, $p < 0.001$. As shown in Table 31, $R^2 = 0.415$, indicating that 41.50% of the variance in the Job Crafting 2 is explained by capability controls, outcome controls, and adaptive selling behavior.

Table 31*Model Summary, Job Crafting 2*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.644 ^a	.415	.409	.95542	1.626

a. Predictors: (Constant), AdaptiveSBehavior, OutcomeControls, CapabilityControls

b. Dependent Variable: JobCrafting2

The results of ANOVA (shown in Table 32) were significant, $F(3, 301) = 71.26$, $p < 0.001$. I, therefore, must reject the null hypothesis that the slope of our regression line is zero and conclude that

capability controls, outcome controls, and adaptive selling behavior do significantly predict Job Crafting 2.

Table 32

ANOVA Results, Job Crafting 2

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	195.147	3	65.049	71.260	.000 ^b
	Residual	274.764	301	.913		
	Total	469.910	304			

a. Dependent Variable: JobCrafting2

b. Predictors: (Constant), AdaptiveSBehavior, OutcomeControls, CapabilityControls

Table 33 below presents the final hypothesis analysis for regression.

Table 33*Hypothesis Significance/Non-Significance – Regression*

Hypothesis		Significant	Non-Significant
1	<i>Capability controls will have a positive effect on job crafting.</i>	X	
2	<i>Activity controls will have a negative effect on job crafting.</i>		X
3	<i>Outcome controls will have a positive effect on job crafting.</i>	X	
4	<i>Adaptive selling behaviors will have a positive effect on job crafting.</i>	X	
5a	<i>Independent Self-Construal will negatively moderate the relationship of capability control upon job crafting.</i>		X
5b	<i>Independent Self-Construal will negatively moderate the relationship of activity control upon job crafting.</i>		X
5c	<i>Interdependent Self-Construal will negatively moderate the relationship of outcome control upon job crafting.</i>		X
5d	<i>Interdependent Self-Construal will positively moderate the relationship of adaptive selling upon job crafting.</i>		X
5e	<i>Independent Self-Construal will negatively moderate the relationship between outcome controls upon job crafting.</i>		X
6	<i>Job crafting will positively influence a) salesperson revenue and b) salesperson conversion/win rate/achieving targets.</i>	X	

Lastly, I wanted to show the path diagram for regression for Job Crafting 1 and Job Crafting 2. The diagrams are shown in Figures 2 and 3 in Appendix C. For the salesperson performance regression analysis, refer to Tables 34–37, Appendix B.

Also, I wanted to review what effect Job Autonomy would have on Job Crafting. Therefore, I ran a hierarchical regression analysis, as shown in Tables 38 and 39, to determine whether adding job autonomy to the model would determine whether capability controls, outcome controls, and adaptive selling behavior predicts Job Crafting 1 improved the model. I removed one item from the Job Autonomy measures (Item #50) due to higher than “7” values.

Table 38

Regression Analysis, Job Crafting 1 – Job Autonomy

Model	Unstandardized Coefficients		Standardized Coefficients	t	p	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.184	.283		4.183	.000		
Capability Controls	.161	.050	.224	3.237	.001	.384	2.605
Outcome Controls	.114	.052	.151	2.195	.029	.386	2.592
Adaptive Selling Behavior	.526	.050	.474	10.598	.000	.918	1.090
2 (Constant)	.556	.326		1.704	.089		
Capability Controls	.183	.049	.254	3.715	.000	.378	2.643
Outcome Controls	.101	.051	.134	1.980	.049	.384	2.604
Adaptive Selling Behavior	.457	.052	.412	8.756	.000	.797	1.254
Job Autonomy	.164	.045	.165	3.653	.000	.861	1.162

a. Dependent Variable: Job Crafting 1

The R^2 change was equal to 0.024, indicating that adding the Job Autonomy variable to the model increased explained variance by 2.40%, $F(1, 300) = 13.34, p < 0.001$, as shown in Table 39.

Table 39*Model Summary, Job Crafting 1 – Job Autonomy*

Model Summary ^c											
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	
					R Square Change	F Change	df1	df2	Sig. F Change		
1	.669 ^a	.447	.442	.76531	.447	81.216	3	301	.000		
2	.686 ^b	.471	.464	.75008	.024	13.343	1	300	.000	1.964	

a. Predictors: (Constant), AdaptiveSBehavior, OutcomeControls, CapabilityControls

b. Predictors: (Constant), AdaptiveSBehavior, OutcomeControls, CapabilityControls, JobAutonomy

c. Dependent Variable: JobCrafting1

I also ran the same analysis on Job Crafting 2, and it, too, improved the model. The R² change was equal to 0.022, indicating that adding Job Autonomy to the model increased explained variance by 2.20%, $F(1, 300) = 11.75$, $p = 0.001$, as highlighted in Table 40.

Table 40*Model Summary, Job Crafting 2 – Job Autonomy*

Model Summary ^c											
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	
					R Square Change	F Change	df1	df2	Sig. F Change		
1	.644 ^a	.415	.409	.95542	.415	71.260	3	301	.000		
2	.661 ^b	.437	.430	.93880	.022	11.753	1	300	.001	1.675	

a. Predictors: (Constant), AdaptiveSBehavior, OutcomeControls, CapabilityControls

b. Predictors: (Constant), AdaptiveSBehavior, OutcomeControls, CapabilityControls, JobAutonomy

c. Dependent Variable: JobCrafting2

CHAPTER V

CONCLUSION

1. Discussion

The purpose of this research was to augment our knowledge of job crafting in the sales context by examining data from actual salespeople from a variety of industries. It also aimed to shed light on the influence of salesperson control systems measures (i.e., capability, activity, and outcome), adaptive selling behaviors, and self-construal on job crafting. In particular, I aimed to migrate and combine self-construal theory (at least its moderation effects) and job crafting theory into sales literature by using self-construal as a moderator to investigate if any relationship with job crafting existed. Previous literature had rarely linked these constructs to job crafting.

Although the current study did not find a strong relationship between outcome and activity control systems and job crafting, or between independent self-construal and job crafting, the results indicate that adaptive selling behaviors positively correlated with job crafting. According to Weitz et al. (1986), adaptive selling primarily involves modifying the behaviors involved in the selling process based on perceived information concerning a specific customer. This construct is sometimes debated to be synonymous with job crafting. However,

job crafting is the overall job modification behavior for all aspects of the job, whereas adaptive selling behaviors are related to customer-targeted changes. As such, this sub-dimension was confirmed to promote job crafting.

Malek et al. (2018) define capability control as managerial control over skills. Hypothesis 1: *Capability controls will have a positive effect on job crafting* was supported. The relationship was statistically significant ($B = 0.088$, $SE = 0.043$, $p = 0.041$). This study did show that capability controls must help motivate salespeople to job craft, possibly thru innovating and altering skills, maybe replacing mediocre techniques.

Also, a very interesting find is that Interdependent Self-Construal is a significant predictor of Job Crafting ($B = 0.692$, $SE = 0.197$, $p < 0.001$); as well as the moderated effect of interdependent self-construal on Adaptive Selling Behaviors ($B = -0.092$; $SE = 0.036$, $p = 0.010$).

For the hypotheses that did not show significance, I remain optimistic that some of the results might be due to bias and participants moving too quickly through the survey without thoroughly reading all the questions. Many of the items' modes and means were near six (answering many with "good").

In terms of performance, the dependent variable, this study shows that Job Crafting was positively correlated to Salesperson Performance ($B = .434$; $p < 0.01$). These context-specific results highlight the importance of job crafting for executing underlying job roles and the way salespeople engage in job crafting. This engagement can lead to an enhancement of their work performance, as well as that of their organization. These results indicate that job crafting should become part of a salesperson's training.

Finally, to answer my question, "To Craft or Not to Craft," this research does confirm that salespeople can indeed show a performance improvement to invest in job crafting.

2. Implications

The major implication of the findings of this current study is the adoption of job crafting theory and adaptive selling behavior theory in training. By developing training programs that address ways in which salespeople can job crafting and utilize adaptive selling, managers can increase overall performance in their sales teams. The flexibility that this type of training provides can lead to higher levels of engagement, resilience, enjoyment (Berg, Dutton & Wrzesniewski, 2007). By being more engaged, more resilient, and enjoying one's job more, higher performance can be achieved.

One way sales teams can include job crafting in training is by creating skills assessment modules to help salespeople become more aware of their skills. This process could help individuals recognize their strongest skills and leverage them to revise and modify their current tasks. By allowing salespeople to self-reflect on their skills and utilize them in job crafting, managers can assist their employees in becoming more motivated and satisfied with work-related tasks.

Another example of how managers can include job crafting in their training is through seminar-style lectures or videos. By modeling how a particular type of salesperson can engage in job crafting, employees would have a better sense of how to engage with it themselves. For example, a video could show a highly organized salesperson who enjoys daily directions job crafting around that drive.

I also believe that a job crafting coach would be a beneficial figure in sales teams. The coach could help salespeople further craft careers that are professionally fruitful and fulfilling. The position of job crafting coach would also be beneficial for retention rates. By having access to a job crafting expert, salespeople may be more inclined to engage with the process and thus increase their sense of how enjoyable and meaningful their position is. The more people enjoy their work, the more likely they will stick with it.

Finally, I think having the ability to review common reasons buyers do not agree to a sale can be helpful for salespeople to adjust their job tasks and job functions to focus on some of the more value-added techniques customers are interested in, a process which also falls under job crafting.

The findings of this study also indicate that another important aspect of training should be to focus on adaptive selling behaviors. As shown in this research, adaptive selling behaviors can lead to job crafting and, consequently, increased sales performance. Listening to the customer is a key concept in adaptive selling behaviors, as the salesperson should be able to adapt to the customer's requirements during the listening opportunity. This process can be taught by having scenario-based videos or role-playing activities in which a customer/buyer describes an issue and discusses the ways one could make it work better. These activities would show how at times, it is the responsibility of the salesperson to provide a solution to that issue. While other times, it might be a customer's specific task, and sometimes it might be an overall strategy revision along with job task modifications (job crafting). These videos and activities can help a salesperson think through specific issues, better understand the importance of carefully listening to their customers, and better analyze their social style. Including these activities in training can also help prepare salespeople for quick customizations to adjust sales techniques on the fly.

In addition, sales managers can use capability controls to help motivate salespeople to craft, possibly through innovating and altering skills and replacing unexceptional methods and procedures. I also propose to set up round table discussions and/or forums to help address the required/requested growth skills/techniques to help transform and motivate salespeople.

Another facet to consider is data; what can be taught during training is through reviewing big data. By analyzing purchased data from customers, spending patterns, and buying habits, salespeople can improve their ability to target their customers better.

3. Limitations and Future Research

This study has several limitations. First, the sampling was conducted by an external company and included only salespeople in the U.S. A larger sample of global participants would provide valuable insights into how the constructs affect job crafting in more sales contexts and across cultures. In addition, as with most studies, there is always the risk of research participation effects. In this case, it is possible that respondents, by the very fact that they engaged in the research, were already more prone to job crafting tendencies (i.e., willingness to do more). Future research could seek several big companies with multi-level organizational structures to compare salespeople and their sales manager's performance evaluations.

Another limitation is the lack of longitudinal data. I focused on cross-sectional data, collecting data at one set time. It would be more beneficial to look at these constructs over time, especially the moderated construct, self-construal.

Finally, I mainly focused on the contextual factors of salesperson control system measures, adaptive selling behaviors, and self-construal. Indeed, other factors that may influence job crafting could be examined. These can include contextual performance, transformational leadership, or task performance, to name a few.

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APPENDICES

APPENDIX A – CHAPTER II

Table 1

Job Crafting Literature

Citation	Context – more specific Roles	JC Defined	Antecedents to Job Crafting	Consequences of Job Crafting	Key Moderators	Findings
Challagalla and Shervani (1996)	270 Salespeople in the Fortune 500 companies	The range of individual behaviors that sales supervisors can attempt to influence varies from day-to-day actions of salespeople to more complex behaviors aimed at enhancing the capabilities of the person	The need for control of job processes	JC leads to high chances that the salespeople will achieve their sales targets	Control on salespeople	Information as well as reinforce effect tends to vary suggesting the need for distinguishing between the information and the actual reinforcement an organization administers salespeople
Wrzesniewski, A., & Dutton, J. (2001).	Examples from previous work: Hairdressers, Engineers, hospital cleaners & nurses	Job crafting to capture the actions employees take to shape, mold, and redefine their job - what is the perceived opportunity to job craft?	relational boundaries, interactions and relationships/ OCB	Social environment at work Changing the meaning of work and changing ones' work identity	Perceived Opportunity to Job Craft - Job Features Individual orientation toward work & motivational orientation	Further understand job design, work meanings, and work identity, basic understanding of work dynamics
Rousseau et al. (2006)	By offering a conceptual analysis of i-deals, this article promises to be useful in this regard. Specifically, we address three fundamental issues: (1) the content of i-deals, that is, when and how they occur; (2) the content and consequences of i-deals, both positive and negative, for employers and workers; and (3) the impact of workers' i-deals on their coworker	i-deals refer to voluntary, personalized agreements of a nonstandard nature negotiated between individual employees and their employers regarding terms that benefit each party	Workers characteristics	JC through the I-Deal leads to an expanded scope of the job I-deals also have their dark sides, such as when the balance among the interests of these is neglected	None	JC has the potential to generate greater value for the individual employee and the organization.
Ghitulescu (2006)	Study one (manufacturing work) at Volvo Uddevalla car factory in Sweden. Study 2 surveyed special education professionals – an occupation where there is no "right way" to do the work – in a sample of 200 schools from a large urban public school district in the U.S. Based on extensive qualitative work, a rich measure of JC was developed.	The processes through which individuals conceptualize and carry out tasks, enact relationships with others to get work done, and ascribe meaning and significance to their jobs.	Structural and relational contexts of work on choices individuals make to craft their jobs.	JC (at the group level) may have contrasting effects at different levels of analysis.	None	The findings suggest that work discretion, task complexity, and interdependence with others enable JC behaviors. The positive effect of work discretion on task crafting is stronger for individuals with broader skills
Lyons (2008)	107 outside Salespersons	Job crafting, as presented in this study, represents work and job change that is largely hidden from management and does not include management in decision making	Organizational and Individual Factors	We may assume that JC episodes of the self-serving variety or those of a nature that do some level of harm to customers or the firm are clearly in the minority of all JC behaviors.	Perceived Opportunity to Shape Job	JC episodes arise from individual differences, needs and/or interests of employees to make changes in their jobs

Tims and Bakker (2010)	With this theoretical paper we wish to contribute to the job redesign literature and, more generally, to the literature on positive organizational behavior	JC differs from the former concepts in that it is about proactive changes in the job design that are not specific arrangements that are negotiated with the organization (supervisor)	Person-job misfit	Allows workers match their job assignments to their competencies or personal knowledge, abilities, and skills better	We also recognized that there may be moderating work characteristics (e.g. autonomy and task independence) and individual differences (e.g. proactive personality, self efficacy, regulatory focus) that may stimulate some employees to craft their jobs more than other employees	JC can be seen as a specific form of proactive behavior in which the employee initiates changes in the level of job demands and job resources. JC may be facilitated by job and individual characteristics and may enable employees to fit their jobs to their personal knowledge, skills and abilities on the one hand and to their preferences and needs on the other hand.
Bakker, A. B., et al. (2012)	95 dgads - N-190 (colleagues who worked together) of various org. in The Netherlands. Employment range: teaching, tax office, city hall, career agency, consultancy, recruitment and selection shop	JCs defined as the changes employees may make regarding their job demands and job resources.	Proactive personality	It is conceivable that JCs not only a cause but also a consequence of being engaged with the job Thus, work engagement can be promoted by job crafting, but work engagement may also promote job crafting.	1. Increase social job resources 2. Increase structural job resources 3. Increase Job Demand	The results of structural equation modeling analyses offered strong support for the proposed model. Employees who were characterized by a proactive personality were most likely to craft their jobs
Tims et al. (2012)	We collected data in two new Dutch website that offers a wide variety of psychological tests For Sample 1, data were collected through a link on the homepage of a Dutch website that offers a wide variety of psychological tests - 415 employees completed questionnaire The second sample is a convenience sample of 201 Dutch employees who were invited by the authors by email to participate in this study.	JC is defined as the self-initiated changes that employees make in their own job demands and job resources to attain and/or optimize their personal (work) goals.	Proactive personality & Cynicism	The inclusion of cynicism turned out to be informative. Cynicism is a core dimension of burnout that is generally caused by high job demands and a lack of job resources (Schaufeli & Bakker, 2004). Employees may respond to these work situations by withdrawing and disengaging from work. As a consequence, employees may be unable to take initiatives to change their work situation (cf. Ten Brummelhuis, Ter Hoeven, Bakker, &	The four-factor structure (i.e., increasing social job resources, increasing structural job resources, increasing challenging job demands, and decreasing hindering job demands)	These findings may inform us that the underlying processes that motivate employees to increase their job resources and challenging demands may be different from the processes that motivate employees to decrease their hindering job demands.

Van Zyl and Rothmann Sr. (2012)	845 university students in South Africa	Human flourishing (Job Crafting) was defined as a syndrome of subjective well-being characterized by elevated levels of emotional- (EWB) (presence of positive emotions and a feeling that one is satisfied with life), psychological- (PVB) (positive evaluations of the self that includes a sense of satisfaction with one's achievements, having a purpose in life and developing/growing as an individual), and social well-being (SWB) (quality of the relationships one has with others, including positive appraisals of others and believing that one is making a constructive contribution to the larger system)	Psychological capabilities, strength identification, appreciative design	Enhancement of positive psychological capacities hence improved individual functioning and well-being	Multicultural professional and organizational contexts	JC mediated by multicultural professionalism leads to improved workplace outcomes
Wrzesniewski, LoBuglio, Dutton, and Berg (2013)	The purpose of this chapter is to briefly review the JC literature date and to open up new theoretical opportunities for understanding how JC can help employees cultivate a positive sense of meaning and identity in their work	JCs defined as the physical and cognitive changes individuals make in the task or relational boundaries of their work	Increasing social job resources, increasing structural job resources, increasing challenging job	The positive meaning of work, positive work identities,	None	JC tends to allow the workers to become active participants in the construction of the meaning of their work as well as their selves.
Moamis, Evans and Arnold (2015)	A series of studies were conducted to develop measures for directive modification intentions in relation to each of the three dimensions previously detailed. Study 1 attempts to validate the identified dimensions of directive modification intentions through qualitative interviews (8). Study 2 describes item generation and scale purification (pool of 21 semantic differential scale items. Study 3 was conducted in three stages, all using the same data-set (B2B with 406 responses)	Directive modification: any behavior or behavioral intention by a boundary spanner that partially or wholly deviates from the actions prescribed by his/her parent organization in its original directive	Effect upon his/her customer allows for management to possess a better understanding of how effective 'positioning' must be developed to encourage salesperson adoption.	It must be considered that the level of disagreement (potentially influenced by the wording of the provided scenario) could have some influence on the intentions to modify directives	Customer Relationships Organizational Commitment Modification Intentions	Boundary spanners have three distinct and relatively stable motivations for modifying/ignoring organizational directives, including customer-, organization-, and self-focused motivations, and that each motivation may potentially relate differently to important antecedent and outcome variables.
Demerouti (2014)	Police Officers - This JC intervention consists of a number of phases: (1) a JC workshop; (2) a weekly job crafting logbook; and (3) a reflection meeting. During the workshop, employees get to know the JD-R model and the concept of JCs as well as learn to set a so-called Personal Crafting Plan (PCP).	JCs defined as the changes that employees may make to balance their job demands and job resources with their personal abilities and needs	Situational Predictors Individual Predictors Situational X Individual predictors	While a bottom-up JC intervention would result in each employee changing different job characteristics depending on the own needs	None	JCs positive related to favorable work outcomes

Rudolph, Katz, Lavigne and Zacher (2017)	Two separate meta-analyses relating to JCto include 35,670 workers	A form of proactive work behavior that involves employees actively changing the [perceived] characteristics of their job.	Individual Differences - proactive personality & general self-efficacy. Job Characteristics - Job autonomy	JCfacilitates the introduction of certain inefficiencies into work processes and the discretionally nature of JC- particularly task and relational focused actions may lead to conflict among team members.	The authors did NOT hypothesize nor model substantive moderators of JCreationships.	JCs associated with agreeableness, conscientiousness, openness to experience, extraversion, promotion, general self-efficacy, and prevention regulatory focus.
Wang, Demerouti, and Le Blanc (2017)	The participants in the study were 185 supervisor-subordinate dyads recruited by master or bachelor students in the Netherlands.	JCis that employees actively use elements of the job to construct their work, it suggests that employees are agentic in creating their own work experiences by making changes to the job	Seeking for resources, embracing challenges, and reduction of demands	Organization identification, adaptability, transformational leadership, job crafting	Employee work identity	Transformational leadership often leads to JCvia adaptability especially as it relates to employees with lower organizational identification
Lee and Lee (2018)	This review (28 empirical studies) aims to assess the literature about JCthrough an HRD lens.	JCrefers to the act of altering one's work to suit their best conception of how things should be done to achieve a given cause	Environmental and individual factors, Individual factors: psychological capital (PsyCap), proactive personality, self-efficacy, autonomy, and willingness to change, such as self-efficacy & autonomy	JCcan also be detrimental if employees craft their jobs only to meet their personal needs	Autonomy, Ambiguity, Assessment of Changes, Criticism, Interdependence, Org. Identification, Personal initiative, Proactive Personality, Serving Culture, Social Support and Work engagement Fig. 1 of article	By reviewing the relationship between JCand performance, this article introduced an aspect of HRD that has garnered little research among scholars.
Current Research (2020)	n/a	Job Crafting is defined as the act of changing the conditions and boundaries of work relationships, job tasks, and the meaning of a job	Controls and Adaptive Selling Behavior	n/a	Self-Construct	n/a

Table 2*Job Crafting Sub-Dimensions*

	Sub-Dimensions	Description
1	Adding tasks	Adding tasks (entirely new tasks) provided they find the additions meaningful.
2	Tasks	Allocating more energy, time, and attention to those tasks, which are part of their job, they see more meaningful.
3		Finding ways through which a worker can re-engineer the prevailing job tasks to make them even more meaningful
4		Means that workers craft their tasks by carving out relationships with their peers, especially those that help them to gain a sense of dignity, joy, or worth, Building relationships
5	Relationships	Changing the appearance of the job such that they become more meaningful
6		Crafting the ongoing relationships by providing others with valuable support and assistance in executing their jobs
7		Promotes the differential to JC/possible permanent changes
8	Expanding perceptions	Cultivating meaningfulness in one's work by making the perceptions concerning the impacts of the jobs even more profound
9	Perceptions	Narrowing the mental scope of their job's purpose on specific relationships and tasks valuable to them
10		Crafting one's job by leveraging the prevailing job components through drawing mental connections between specified tasks or relationships and outcomes, interests, and aspects of one's identities meaningful to a worker
11		Controls (capability, activity, and outcome)

Table 3*Self-Construal Literature*

Citation	Context	Self-construal	Antecedents to self-construal	Consequences of self-construal	Key moderators	Findings and sample size
Cross and Vick (2001)	This study focused on an engineering work environment; however, at the university level.	The study defines self-construal in terms of interdependent self-construal, which refers to defining the self in terms of close-relationships.	The researchers contend that self-construal antecedents include social support, which comes in the form of guidance and reassurance of worth.	Students with interdependent self-construal are less likely to depart from the engineering field than their peers with low self-construal.	The dependent variable is interdependent self-construal. The independent variable includes the level of social support.	The sample consisted of 864 engineering students at a large southwestern university. The findings revealed that social support was directly related to changes in self-esteem for those students who signified a high level of self-construal.
Cross, Hardinand Gercek-Swing (2011)	The article does not offer insights into the kind of work environment upon which it focused.	Self-construal comes in varied forms. Independent self-construal refers to where a person construes the self as fundamentally individual and separate from others. Interdependent self-construal is when a person construes the self as fundamentally associated or connected to others and is defined by relationships with other people.	The antecedent of self-construal includes maintaining relational harmony, living up to the principles or standards of others, and fitting into one's suitable roles within the society.	The study claims that self-construal, regardless of the type, plays a role in determining the nature of emotion, cognition, motivation, and social behavior.	The dependent variable is self-construal. The independent variables are culture, self-identity, ethnicity, and social cognition.	As the article is secondary research, no sample is included. The study shows that people high on interdependent self-construal are more likely to pay attention to others as well as to social context, which then promotes elaborate cognitive representations. The study also establishes that high interdependent self-construal fosters improved motivation to pursue goals. Nonetheless, the study illustrates a lack of convergence between the explicit self-construal measures and the implicit measures.
Hoyt and Price (2015)	The work environment targeted is concerned with liberal arts.	Self-construal defines how a person understands him or herself relative to others.	Some of the antecedents of self-construal include a leader's role and the group's social role.	Self-construal, according to the study, reliably predicts affective, cognitive, and behavioral differences among individuals.	The independent variables included self-construal and leadership roles. The dependent variable was ethics.	The study focused on a sample of 109 undergraduate students for study one and 93 undergraduate students at a small liberal arts tertiary educational facility. The study reveals that interdependent self-construal predicted diminishing levels of unethical decision-making. While this is the case, the study illustrated that the leadership role served to weaken and even reverse such a relationship.

Citation	Context	Self-construal	Antecedents to self-construal	Consequences of self-construal	Key moderators	Findings and sample size
Van Houwelingen, Van Dijke, and De Cremer (2017)	The researcher did not identify the kind of work environment under focus.	Self-construal refers to a situation in which people in the organization identify themselves with one another.	The antecedents of self-construal include spatial distance prevailing between lower and higher management echelons, perceived autonomy, and perceived similarity.	The study claims that high relational self-construal with another individual usually makes it more possible that fairer actions will be endorsed irrespective of the prevailing situation.	The independent variable is the procedural fairness experience, while the dependent measure is the procedural fairness enactment.	The study sampled 150 undergraduate business students from a European university. The results show that relatively high degrees of interdependent relational self-construal usually promote assimilation when thought of in procedural fairness enactment terms. The study also reveals that comparatively low levels of interpersonal interdependent self-construal promote diminishing assimilation.
Wu, Parker, Wu, and Lee (2018)	The work environment was manufacturing industries.	The researchers claim that self-construal relates to a person's idea of individuality, which means the extent to which a person perceives themselves as independent or dependent on their peers.	The relevant antecedent of self-construal includes the various forms of proactivity, ranging from taking charge to making suggestions at the workplace.	Self-construal has the potential to affect proactive behavior.	The independent variable is self-construal, while the dependent measure is career-oriented proactive behavior as well as work-unit oriented, proactive tendencies.	In study one, 61 individuals with a full-time job or even work experience of three or more years were recruited. In the second study, a field study, 423 subordinates working in manufacturing industries in a southern China province took part.
Zdaniuk and Bobocel (2011)	The researchers identify that they focused on an array of organizational contexts situated in North America.	The study defines self-construal in terms of independent self-construal stating that it refers to a situation in which a person defines the self on their unique attributes as well as on the essence of distinguishing their self from others.	The antecedents of independent self-construal, according to the article, are macro justice and micro justice.	Independent self-construal prompts people to oppose preferential treatment affirmative action. This is primarily because people characterized by such behaviors conceive justice based on micro justice instead of macro justice.	The independent variables include perceptions of policy as violating or upholding micro justice or macro justice principles and attitudes towards the policies. The dependent variable is the independent self-construal.	The study, which samples the alumni of a mid-sized North American university, finds out that micro justice and macro justice plays a significant part in predicting opposition to affirmative action. The study illustrates that when policy violates micro justice to ensure macro justice, then people that exhibit a strong independent self-construal will show a greater opposition relative to individuals with a weak independent self-construal.
Pilarska (2014)	The study did not establish the organizational context from which the participant came from.	According to the study, self-construal refers to how a person often understand him or herself relative to other people and arising out of that individual's self-understanding, the	N/A	The research contends that self-construal usually serves to mediate between identity structure as well as subjective well-being.	The dependent variables included self-construal. The independent variables were identity structures, positive and negative effects, and satisfaction with life.	The study sampled 226 Polish university students in diverse faculties. The study's results confirmed that a weakening correlation between the features of identities and the elements of well-being for those people with a dominant interdependent self-

Citation	Context	Self-construal	Antecedents to self-construal	Consequences of self-construal	Key moderators	Findings and sample size
		perception of self as essentially separate and independent from others, or, on the other hand, interdependent with peers and never entirely differentiated from the social setting.				construal prevails. The study also showed that self-construal has a mediating role, with the outcome coming in to enhance a person's subjective well-being.
Yamaguchi and Kim (2015)	The study did not consider any work environment.	Self-construal refers to the extent to which a person is likely to define their personality as communal.	The antecedents of self-construal include culture and cultural variations and one's goals.	Those individuals with high interdependent self-construal will most likely identify the needs of the family and their friends when making decisions, promoting connection and harmony with others while fostering a greater level of motivation.	The dependent variables are interdependent and independent self-construal. The independent variables are goal pursuits and SWBs.	The study sampled 201 undergraduate students drawn from a Las Vegas university.
Fuchsberger (2008)	The study did not define the work setting from which the participant was drawn.	Self-construal refers to the degree to which people conceive themselves as connected or separate from others.	No antecedents of self-construal are defined in the article.	The study shows that the use of self-construal has the potential to promote intercultural harmony within the work setting.	The independent variable is self-construal, while the dependent variable is conflict resolution.	Drawing from a sample of 41 students from the University of Portland, the research shows that even though a person's self-construal type usually has a positive correlation with the decisions he or she makes within the workplace conflict scenario, the degree is not significant.
Xu (2007)	The study focuses on a mobile coupon service business context.	Self-construal refers to the degree to which a person perceives him or herself either as a part of a group or as a separate entity.	The antecedent of self-construal includes perceived control over sensitive or personal information.	The study reveals that self-construal works to shift a person's frame of reference towards an independent or interdependent self on a chronic basis, which in turn influences a person's preferences on control perceptions and agency.	The independent variables are perceived control, privacy concerns, desire for control of information, trust inclination, and prior experience in mobile apps. The dependent variable is self-construal.	From a sample of 208 phone users, the study shows that control, privacy concerns, desire for information control, trust propensity, and prior experience in the use of mobile apps effectively raise the level of perceived control, which then leads to a reduced sense of security concerns. The study also finds out that people with independent self-construal usually prioritize personal control afforded by technology-based mechanisms.

Citation	Context	Self-construal	Antecedents to self-construal	Consequences of self-construal	Key moderators	Findings and sample size
						Contrastingly, the interdependent self-construal prefers proxy control via industry self-regulating as well as through government legislation.
Lu (2012)	The study focused on a diversity of industries across Taiwan.	Self-construal refers to the individual level correspondence to I-C at the level of the society.	The antecedents of self-construal defined include family-to-work conflict and work-to-family conflict.	The study relays that self-construal provokes or mitigates the work/family conflicts, depending on the construal nature.	The independent variables were family situational aspects, namely, work and family demands. Self-construal was the dependent variable.	Drawing from a sample of full-time workers in different firms across distinct Taiwanese industries, the study shows that independent self-construal increased the positive correlation between work/family conflict and workload but buffered the positive relationship between the two variables. The study also demonstrated that the interdependent self-construal did not initiate any moderating effect on the variables.
Liu and Rau (2014)	The business context considered was related to the Chinese context.	Self-construal refers to the way in which individuals construct the self-relative to others.	The study does not indicate any antecedents of self-construal.	The study illustrates that self-construal has an impact on the priorities of enterprise social media for disseminating knowledge.	The independent variables included the type of relationship between recipient and sender, self-construal, and knowledge media. The dependent variable was self-efficacy, knowledge sharing, motivation, and openness to the dissemination of information.	From a sample of both less experienced and experienced users of Q&A and Wiki, the study showed that when disseminating information with outgroup members, the employees with interdependent self-construal manifested higher self-efficacy along with openness of sharing through wiki when compared to Q&A.
Bharadwaj (2016)	This master's thesis did not specify the work context or setting.	The study does not define self-construal.	The antecedents of self-construal are not related.	The study shows that self-construal usually has an effect on the perceptions of fairness and social justice, but this effect depends on the nature of self-construal.	The independent variable was a priming task in which the sample members responded to a writing prompt designated to emphasize the thoughts on the collective vs. individual identity or neither. The dependent variable was the moral acceptability rank.	From a sample of 70 subjects, the study illustrated that priming social justice doctrines decreased the moral acceptability ranks of fair scenarios significantly prior to making the social injustice apparent relative to the control condition. The study also showed that the priming of collecting and individual perspectives increased the degree of oral acceptability rank of socially just scenarios before making unfairness explicit.
Morris (2001)	Several work settings were considered.	The study identifies the independent self-construal as an	The antecedents identified are empathy,	The article identifies that, unlike the independent self-	The independent variable is self-construal. The independent variables include	From a sample of 315 participants, the study revealed that a relational-interdependent self-construal scale

Citation	Context	Self-construal	Antecedents to self-construal	Consequences of self-construal	Key moderators	Findings and sample size
	These included libraries, banks, administration, and secretary context.	autonomous self and an independent entity characterized by a unique agglomeration of internal attributes. The interdependent construal, on its part, is the notion that associations with others define the self.	mood, educational level, and neuroticism.	construal, the interdependent construal leads to the initiation and maintenance of crucial relationships.	the satisfaction of the co-workers, procedural justice, and pay satisfaction.	affects workplace attitudes and workers' behavior, but this link is not clear.
Cojuharenco et al. (2012)	The study does not identify the type of setting from which the participants came from.	Self-construal comes in three forms, namely, the relational self, independent self, and collective self. The independent self is primarily the self-definition through a person's distinct traits and isolation from others. The collective and relational self-construal reflects the self-definition of a person's unique attributes through a focus on the relationship with other parties.	The study does not define the antecedents of self-construal.	Self-construal, especially the interdependent one, has the potential to mitigate the incidence of unethical behavior.	The independent variable was self-construal, while the dependent one included ethical orientation and affect.	From a sample of 136 undergraduates, the study revealed that improved levels of relational self-construal correlated negatively to unethical behavior. The study also revealed that differences in the extent of relational self for males and females mediate gender distinctiveness in unethical tendencies.

APPENDIX B – CHAPTER IV

Table 5

Measurement Items

Items	All questions use a 7-point Likert scale. Please answer all the following questions about yourself.	
1	Capability Controls (Miao <i>et al.</i> , 2007)	My manager periodically evaluates the selling skills I use to accomplish a task (e.g., how I negotiate).
2		My manager provides guidance on ways to improve my selling skills and abilities.
3		My manager evaluates how I make sales presentations and communicate with customers.
4		My manager assists me by illustrating why using a sales approach may be effective.
5		I would be commended if I improve my selling skills.
6	Activity Controls (Miao <i>et al.</i> , 2007)	My manager informs me about the sales activities that I am expected to perform.
7		My manager monitors how I perform required sales activities.
8		My manager informs me on whether I meet his/her expectations on sales activities.
9		My manager readjusts my sales activities when necessary.

10		I would be recognized by my manager if I perform sales activities well.
11	Outcome Controls	My manager tells me about the expected level of achievement on sales volume or market share targets.
12		My manager monitors my performance on achieving sales volume or market share targets.
13		I receive frequent feedback on whether I am meeting expected achievement on sales volume or market share targets.
14		My manager ensures that I am aware of the extent to which I attain sales volume or market share targets.
15		I would be recognized by my manager if I perform well on sales volume or market share targets.
16	Adaptive Selling Behaviors (Marks <i>et al.</i> , 1996; Spiro & Weitz, 1990)	I am very flexible in the selling approach I use.
17		I can easily use a wide variety of selling approaches.
18		I do not use a set sales approach.
19		I vary my sales style from situation to situation.
20		I treat all my buyers pretty much differently.
21		I like to experiment with different sales approaches.
22		I change my approach from one customer to another.
23	Check	Please click "Strongly agree" to verify.

24	Job Crafting (Slemp & Vella-brodrick, 2014)	Introduce new approaches to improve your work.	
25		Change the scope or types of tasks that you complete at work.	
26		Introduce new work tasks that you think better suit your skills or interests.	
27		Choose to take on additional tasks at work.	
28		Give preference to work tasks that suit your skills or interests.	
29		Try to get to know people well at work.	
30		Organize or attend work related social functions.	
31		Organize special events in the workplace (e.g., celebrating a co-worker's birthday).	
32		Choose to mentor new employees (officially or unofficially).	
33		Make friends with people at work who have similar skills or interests.	
34		Performance (Challagalla & Shervani, 1996)	I listen attentively to identify and understand the real concerns of my customers.
35			I use established contacts to develop new customers.
36	I communicate my sales presentations clearly and concisely.		
37	I work out solutions to a customer's questions or objections.		
38	I make sales of those products with the highest profit margins.		
39	I generate a high level of dollar sales.		
40	I identify and sell to major accounts in my territory.		
41	I exceed all my sales targets and objectives.		

42	Self-Constructral (Gardner <i>et al.</i> , 1999)	I speak up in public to express opinions.
43		Being able to take care of myself is a primary concern for me.
44		I act the same way no matter who I am with.
45		I enjoy being unique and different from others in many aspects.
46		I will sacrifice my self-interest for the benefit of the group I am in.
47		I often have the feeling that my relationships with others are more important than my own.
47		I will stay in a group if they need me, even when I'm not happy with the group.
49		Even when I strongly disagree with the group members, I avoid an argument.
		Extra Measures for future tests
50	Job Autonomy (Wang & Netemeyer, 2002 – JAMS)	I have significant autonomy in determining how to do my job
51		I can decide on my own how to do my job
52		I have considerable independence and freedom in how I do my job
53		This job allows me to use personal initiative or judgment in carrying out my work

Table 6*Reliability Statistics*

	Cronbach's Alpha	Cronbach's Alpha Standardized	# Of Items
Controls	0.963	0.963	15
Adaptive Selling Behaviors	0.778	0.808	7
Job Crafting	0.887	0.892	10
Performance	0.849	0.857	8
Self-Construal	0.792	0.794	8

Table 7*Variability Measures and Central tendency: Capability Controls*

		Statistics				
		Capability controls	Capability controls	Capability controls	Capability controls	Capability controls
N	Valid	305	304	304	305	303
	Missing	0	1	1	0	2
Mean		5.069	5.188	5.230	5.026	5.416
Median		5.000	6.000	6.000	5.000	6.000
Mode		6.0	6.0	6.0	6.0	6.0
Std. Deviation		1.7278	1.7122	1.6329	1.7185	1.4439
Variance		2.985	2.932	2.666	2.953	2.085
Range		6.0	6.0	6.0	6.0	6.0

Table 8*Variability Measures and Central tendency: Activity Controls*

		Statistics				
		Activity controls	Activity controls	Activity controls	Activity controls	Activity controls
N	Valid	305	305	302	304	305
	Missing	0	0	3	1	0
Mean		5.466	5.243	5.374	4.803	5.541
Median		6.000	6.000	6.000	5.000	6.000
Mode		6.0	6.0	6.0	6.0	6.0
Std. Deviation		1.5996	1.6223	1.6126	1.7426	1.4953
Variance		2.559	2.632	2.600	3.037	2.236
Range		6.0	6.0	6.0	6.0	6.0

Table 9*Variability Measures and Central tendency: Outcome Controls*

		Statistics				
		Outcome controls	Outcome controls	Outcome controls	Outcome controls	Outcome controls
N	Valid	304	304	305	305	305
	Missing	1	1	0	0	0
Mean		5.388	5.411	5.177	5.266	5.508
Median		6.000	6.000	6.000	6.000	6.000
Mode		6.0	6.0	6.0	6.0	6.0
Std. Deviation		1.5902	1.5454	1.5920	1.5681	1.4512
Variance		2.529	2.388	2.534	2.459	2.106
Range		6.0	6.0	6.0	6.0	6.0

Table 10*Variability Measures and Central tendency: Adaptive Selling Behaviors*

		Statistics						
		Adaptive selling behaviour	Adaptive selling behaviour	Adaptive selling behaviour	Adaptive selling behaviour	Adaptive selling behaviour	Adaptive selling behaviour	Adaptive selling behaviour
N	Valid	305	305	304	305	305	305	305
	Missing	0	0	1	0	0	0	0
Mean		5.889	5.970	4.681	5.970	4.862	5.315	5.315
Median		6.000	6.000	5.000	6.000	5.000	6.000	5.000
Mode		6.0	7.0	6.0	7.0	5.0	6.0	5.0
Std. Deviation		1.0167	1.0587	1.8915	1.1220	1.6763	1.3399	1.4370
Variance		1.034	1.121	3.578	1.259	2.810	1.795	2.065
Range		6.0	5.0	6.0	6.0	6.0	6.0	6.0

Table 11*Variability Measures and Central tendency: Job Crafting*

		Statistics									
		Job crafting	Job crafting	Job crafting	Job crafting	Job crafting	Job crafting	Job crafting	Job crafting	Job crafting	Job crafting
N	Valid	304	305	305	305	304	305	305	305	304	305
	Missing	1	0	0	0	1	0	0	0	1	0
Mean		5.655	5.243	5.446	5.561	5.530	5.725	5.174	4.456	5.237	5.580
Median		6.000	5.000	6.000	6.000	6.000	6.000	6.000	5.000	6.000	6.000
Mode		6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Std. Deviation		1.1210	1.3670	1.3781	1.3093	1.2635	1.2887	1.6442	1.9071	1.5511	1.2828
Variance		1.257	1.869	1.899	1.714	1.596	1.661	2.703	3.637	2.406	1.646
Range		6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0

Table 12*Variability Measures and Central tendency: Performance*

		Statistics							
		Performance	Performance	Performance	Performance	Performance	Performance	Performance	Performance
N	Valid	305	305	304	304	305	304	305	305
	Missing	0	0	1	1	0	1	0	0
Mean		6.266	5.780	6.007	6.132	5.354	5.730	5.400	5.466
Median		6.000	6.000	6.000	6.000	6.000	6.000	6.000	6.000
Mode		7.0	6.0	6.0	6.0 ^a	6.0	6.0	6.0	6.0
Std. Deviation		.8341	1.1617	.9884	.9557	1.4484	1.2611	1.5035	1.2849
Variance		.696	1.350	.977	.913	2.098	1.590	2.261	1.651
Range		4.0	5.0	5.0	6.0	6.0	6.0	6.0	6.0

a. Multiple modes exist. The smallest value is shown

Table 13*Variability Measures and Central tendency: Independent Self Construal*

		Statistics			
		Self Construal - Independent	Self Construal - Independent	Self Construal - Independent	Self Construal - Independent
N	Valid	305	305	305	305
	Missing	0	0	0	0
Mean		5.328	5.669	5.305	5.620
Median		6.000	6.000	6.000	6.000
Mode		6.0	6.0	6.0	6.0
Std. Deviation		1.4881	1.3567	1.5963	1.2379
Variance		2.215	1.841	2.548	1.533
Range		6.0	6.0	6.0	5.0

Table 14*Variability Measures and Central tendency: Interdependent Self Construal*

		Statistics			
		Self Construal - Interdepende nt	Self Construal - Interdepende nt	Self Construal - Interdepende nt	Self Construal - Interdepende nt
N	Valid	304	305	305	305
	Missing	1	0	0	0
Mean		5.257	4.521	4.892	4.807
Median		5.000	5.000	5.000	5.000
Mode		5.0	4.0	6.0	6.0
Std. Deviation		1.4304	1.7015	1.6094	1.6539
Variance		2.046	2.895	2.590	2.735
Range		6.0	6.0	6.0	6.0

Table 15

Variability Measures and Central tendency: Job Autonomy – Future Work

		Statistics			
		Job autonomy	Job autonomy	Job autonomy	Job autonomy
N	Valid	305	304	305	304
	Missing	0	1	0	1
Mean		6.616	5.730	5.879	5.980
Median		4.000	6.000	6.000	6.000
Mode		4.0	6.0	6.0	6.0
Std. Deviation		3.5384	1.2689	1.1928	1.1049
Variance		12.520	1.610	1.423	1.221
Range		10.0	6.0	6.0	6.0

Table 24*Regression Analysis, Job Crafting 1 (No CC*SC)*

Model	Unstandardized Coefficients		Standardized Coefficients	t	p	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-2.726	1.033		-2.640	.009		
Capability Controls	.074	.045	.103	1.641	.102	.362	2.761
Outcome Controls	.212	.151	.283	1.403	.162	.035	28.338
Adaptive Selling Behavior	.838	.193	.756	4.336	.000	.047	21.222
Self-Construal	.780	.146	.764	5.353	.000	.070	14.245
OC*SC	-.092	.028	-.962	-3.294	.001	.017	59.510
Interdependent Self-Construal	.208	.234	.253	.887	.376	.018	56.950
OC*SCI	.079	.025	.841	3.130	.002	.020	50.496
ASB*SCI	-.093	.039	-.871	-2.421	.016	.011	90.318

Table 25*Regression Analysis, Job Crafting 1 (No ASB*SCI)*

Model	Unstandardized Coefficients		Standardized Coefficients	t	p	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.977	.744		-1.313	.190		
Capability Controls	.083	.046	.115	1.814	.071	.364	2.745
Outcome Controls	.363	.139	.483	2.612	.009	.042	23.531
Adaptive Selling Behavior	.384	.048	.347	8.078	.000	.791	1.265
Self-Construal	.871	.142	.854	6.141	.000	.075	13.291
OC*SC	-.110	.027	-1.154	-4.076	.000	.018	55.095
Interdependent Self-Construal	-.253	.137	-.309	-1.844	.066	.052	19.289
OC*SCI	.066	.025	.704	2.656	.008	.021	48.236

Table 26*Regression Analysis, Job Crafting 1 (No OC*SC)*

Model	Unstandardized Coefficients		Standardized Coefficients	t	p	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.427	.665		2.145	.033		
Capability Controls	.119	.050	.165	2.404	.017	.368	2.715
Outcome Controls	.011	.116	.015	.097	.923	.074	13.587
Adaptive Selling Behavior	.481	.050	.434	9.675	.000	.868	1.152
Interdependent Self-Construal	.045	.134	.054	.334	.738	.066	15.240
OC*SCI	.021	.023	.220	.879	.380	.028	35.835

Table 34*Regression Analysis – Salesperson Performance 1*

Model	Unstandardized Coefficients		Standardized Coefficients	t	p	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	3.758	.213		17.652	.000		
Job Crafting 1	.221	.046	.288	4.805	.000	.651	1.536
Job Crafting 2	.204	.038	.321	5.366	.000	.651	1.536

a. Dependent Variable: Performance 1

Table 35*Model Summary - Salesperson Performance 1*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.543 ^a	.295	.291	.66364	1.835

a. Predictors: (Constant), JobCrafting2, JobCrafting1

b. Dependent Variable: Performance1

Table 36*Regression Analysis – Salesperson Performance 2*

Model	Unstandardized Coefficients		Standardized Coefficients	t	p	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.553	.266		5.837	.000		
Job Crafting 1	.430	.058	.400	7.475	.000	.651	1.536
Job Crafting 2	.301	.047	.340	6.342	.000	.651	1.536

a. Dependent Variable: Performance 2

Table 37

Model Summary - Salesperson Performance 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.661 ^a	.436	.433	.82919	2.115

a. Predictors: (Constant), JobCrafting2, JobCrafting1

b. Dependent Variable: Performance2

APPENDIX C – FIGURES

Figure 3

Regression, Job Crafting 1

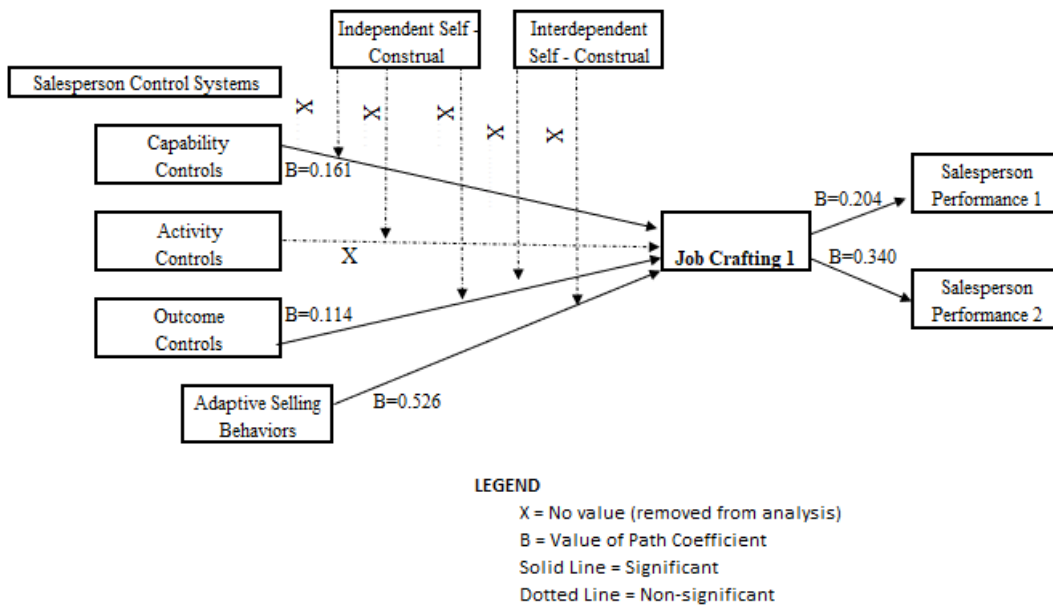
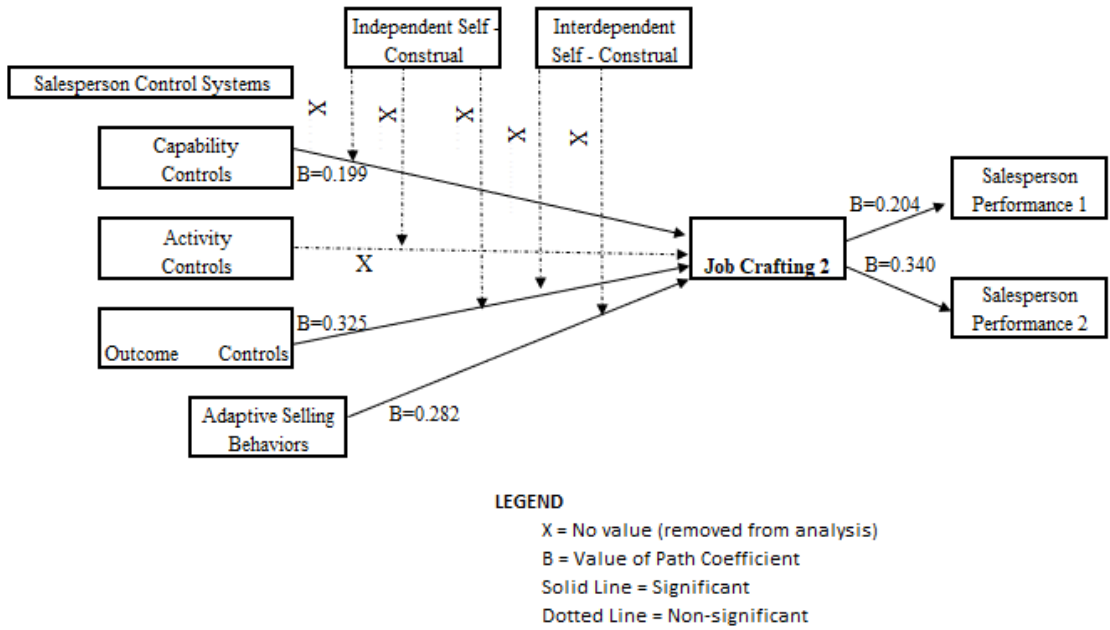


Figure 4

Regression, Job Crafting 2



VITA

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