Job Crafting, Work Engagement & Burnout: The Moderating Role of Power Distance

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RESEARCH QUESTION

- Job crafting (JC) implies self-initiated change behavior in which employees engage in order to make work more enjoyable and less stressful for themselves (Wrzesniewski & Dutton, 2001; Tims et al., 2012)
- Many studies confirm positive associations between JC and job satisfaction, work engagement and performance (Tims et al., 2013; Wang et al., 2016; Rudolph et al., 2017; Hakanen et al., 2018)
- **Is JC behavior equally beneficial in different cultural contexts**, particularly in the contexts varying on the level of power distance?

JOB CRAFTING

JC as a **four-dimensional construct** in terms of the Job Demands-Resources Model (Tims et al., 2012):

- **increasing structural job resources (JR)** – changing job tasks, increasing autonomy, learning opportunities at work, variety of performed tasks, etc.;
- **increasing social JR** – asking for support, coaching or feedback;
- **increasing challenging job demands (JD)** – engaging in new projects
- **decreasing hindering JD** – avoiding emotionally or cognitively difficult tasks.

Promotion-focused JC

Prevention-focused JC

(Lichtenthaler & Fischbach, 2019)

JOB CRAFTING, WORK ENGAGEMENT & BURNOUT

Meta-analysis: JC & Work Outcomes

(Rudolph et al., 2017)

122 independent samples; 35K workers

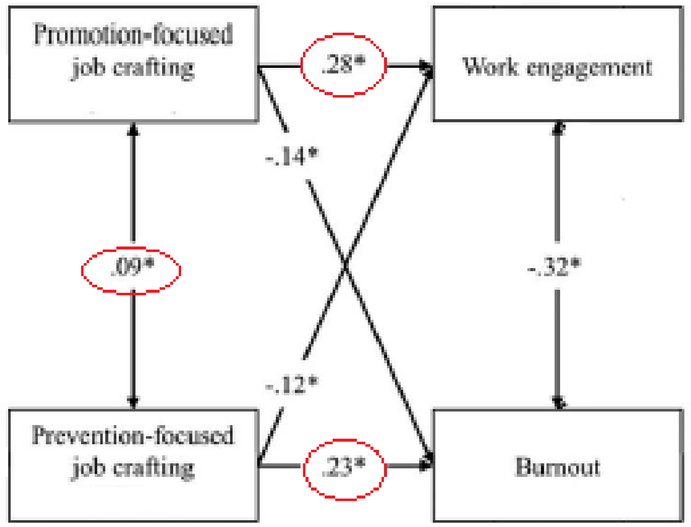
r_c	Work Engagement	Job Strain
Overall JC	**.45**	**-.13**
Increasing Structural JR	.59	-.16
Increasing Social JR	.35	-.05
Increasing Challenging JD	.45	-.14
Decreasing Hindering JD	-.09	.15

r_c -- sample size-weighted and reliability-corrected correlation; all significant at 95% confidence level

Meta-Analytical Longitudinal SEM

(Lichtenthaler & Fischbach, 2019)

149 independent samples; 47K workers



Sample Size Harmonic M = 4,043.
Values are standardized estimates. *p < .05.

Association between promotion-focused JC and work engagement, and between prevention-focused JC and burnout is well established… in the Western samples

MODERATING ROLE OF POWER DISTANCE

Power distance (PD) is **the extent to which the less powerful members** of institutions and organizations within a country **expect and accept that power is distributed unequally** (Hofstede Insights, 2020)

PD impacts various work-related phenomena, for example:

- lower PD strengthens the positive relationship between perceived organizational support, person-job fit, and job satisfaction (Lee & Antonakis, 2014)
- the relationship between perceived organizational support and work outcomes is stronger for the employees lower on PD (Farh et al., 2007)
- procedural fairness is perceived differently for low and high PD samples (Summereder et al., 2014)

But the role of PD is somewhat ambiguous:

- national differences in job satisfaction result from different situational factors, rather from cultural factors, such as power distance (Hauff & Richter, 2015)

The ambiguity can be partially explained by the fact that PD varies significantly on the **individual**, **organizational** and **national levels** within one country (Brocker, 2003)

HYPOTHESES

H1. Promotion-focused job crafting is positively associated with work engagement in different national samples (Croatia, Germany, Russia)

H2. Prevention-focused job crafting is positively associated with burnout in different national samples (Croatia, Germany, Russia)

H3. Power distance at a) individual, b) organizational and c) national level reduces the positive association between promotion-focused job crafting and work engagement

H4. Power distance at a) individual, b) organizational and c) national level strengthens the positive association between prevention-focused job crafting and burnout.

Control for job insecurity (COVID pandemic)

SAMPLE

	Germany	Croatia	Russia
Sampling	convenient	convenient	organizational
Number of respondents (N)	208	197	287
Gender			
- females	64%	53%	60%
- did not indicate	3%	6%	1%
Average age	38.6 (SD = 13; min =19; max = 65)	39.2 (SD = 11; min =19; max = 63)	42.1 (SD = 9; min =22; max = 65)
Higher education*	76%	74%	94%
Average tenure with current employer	9 years (SD = 10; min = 0.5; max = 39)	9 years (SD = 9; min = 0.5; max = 39)	16 years (SD = 10; min = 0.5; max = 45)
Work full-time**	65%	74%	85%
Work arrangements			
- in the office / on site	58%	48%	87%
- remotely	18%	14%	1%
- combination	20%	32%	12%
Supervisory position	18%	14%	29%

* *Complete bachelor degree or higher*

** *35 hours per week or more*

INSTRUMENTS

Job Crafting	Job Crafting Scale, JCS (Tims et al., 2012). Cronbach's α from .66 to .74.
Work Engagement	Utrecht Work Engagement Scale, UWES (Schaufelli et al., 2006). Cronbach's α > .8
Burnout	Burnout Assessment Tool - Core Symptoms, BAT-C (Schaufeli et al., 2019). Cronbach's α > .8
Power distance	four items of the Power (POW) sub-scale of the Personal Cultural Orientations Scale (Sharma, 2010) adjusted for individual, organizational and national level of power distance. Cronbach's α > .8
Job insecurity	Job Insecurity Scale, JIS (Vander Elst et al., 2014). Cronbach's α > .85

Demographics and employment history

BAT
MEASUREMENT MODEL

BAT FACTOR STRUCTURE IN THREE SAMPLES

Factor loadings and model fit

	Germany (N = 208)			Croatia (N = 197)			Russia (N = 287)		
	χ^2	RMSEA	CFI	χ^2	RMSEA	CFI	χ^2	RMSEA	CFI
4-factor model	412.602	0.064	0.900	474.786	0.076	0.88	436.31	0.057	0.909
4-factor with common factor	415.913	0.064	0.899	483.649	0.076	0.877	441.089	0.058	0.908

- Four dimensions of BAT form a common factor in all three samples
- Model fit statistics is worse for the German and Croatian sample, which could be explained by smaller sample sizes
- Measurement invariance was not established (even on metric level)

HYPOTHESES TESTING

PROMOTION-FOCUSED JC & WORK ENGAGEMENT; PREVENTION-FOCUSED JC & BURNOUT

Work Engagement

	Germany			Croatia			Russia		
	β	R^2	F	β	R^2	F	β	R^2	F
Constant		.37***	22.64***		.32***	16.85***		.29***	22.72***
JC_Prom	**.52*** **			**.38*** **			**.48*** **		
PD_ind	.04			**.13***			**.13***		
PD_org	**-.15***			**-.19***			0.05		
PD_nat	-.02			.07			-0.03		
JInsec	**-.15****			**-.23*****			**-0.1***		

Burnout

Constant		.27***	14.60***		.25***	12.06***		.13***	8.57***
JC_Prev	**.18****			**.17****			**.18*****		
PD_ind	-.02			-.12			-.12		
PD_org	**.17****			**.27*****			.02		
PD_nat	-.00			.00			**.17***		
JInsec	**.38*****			**.27*****			**.23*****		

Note: JC_Prom – promotion-focused job crafting; PD_ind – power distance individual level; PD_org – power distance organizational level; JInsec – job insecurity

*** $p \leq .001$; ** $p \leq .01$; * $p \leq .05$

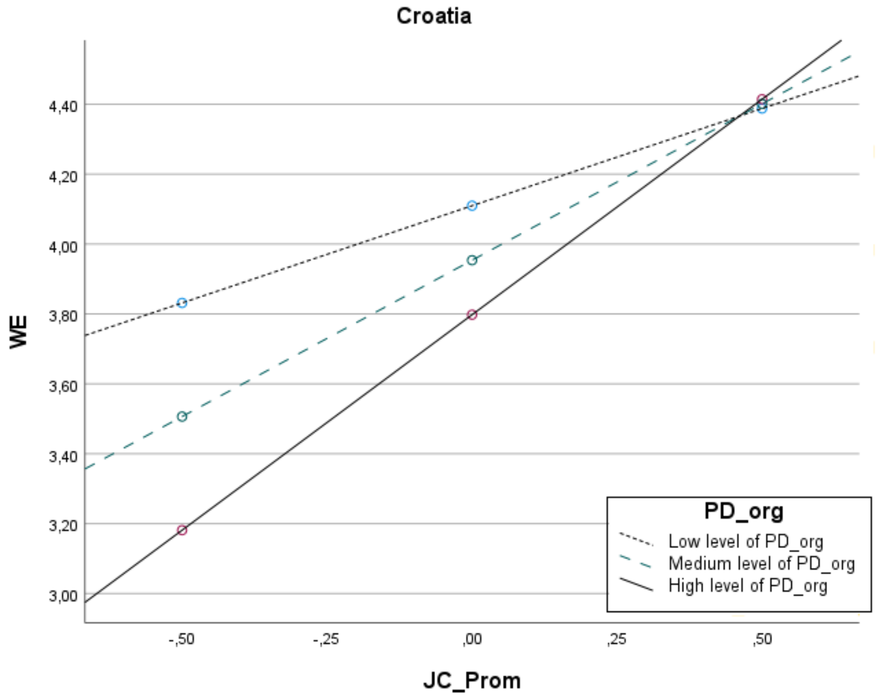
HYPOTHESES TESTING:

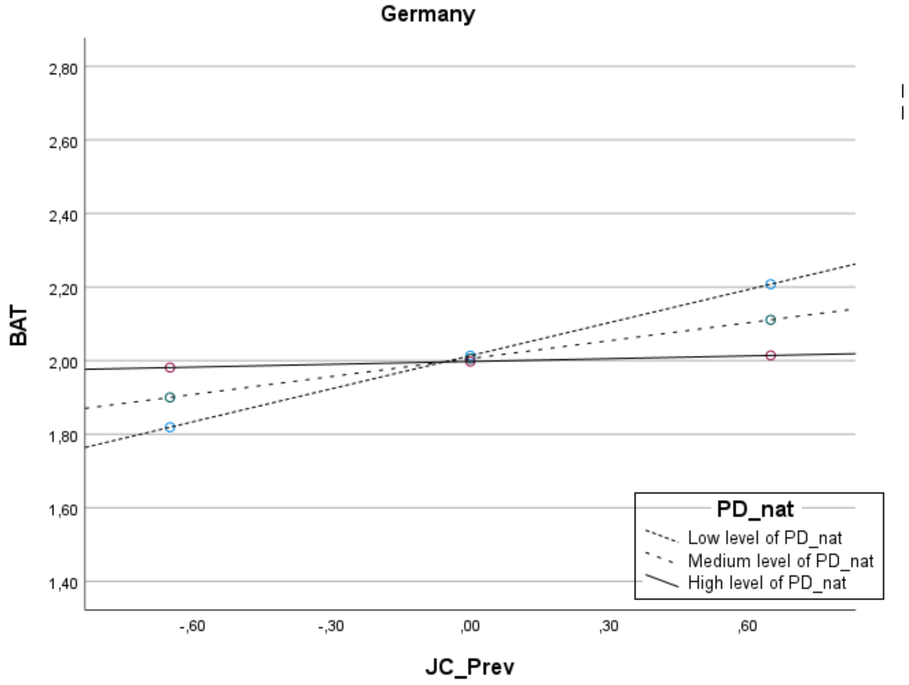
THE MODERATING ROLE OF POWER DISTANCE

Contrary to the expectations:

higher level of organizational PD <---> stronger effect of promotion-focused JC on work engagement (Croatia)

higher level of national PD <---> weaker effect of prevention-focused JC on burnout (Germany)





CONCLUSION & FURTHER RESEARCH

- German, Croatian and Russian versions for the BAT are reliable and valid tools for measuring burnout
- Organizational level of power distance differently predicts burnout in the countries different on the overall national level of power distance
- Further research is needed to better understand the cultural differences in development and prevention of burnout in the employees
- Social factors of work-related well-being: to which extend the organizational and individual resources can buffer the effects of the social (nation-wide) factors

LIMITATIONS

- The study is correlational, no causal inferences can be tested
- The study is based on self-report questionnaires and, thus, is a subject to the common method bias
- The German, Croatian and Russian samples differ in many ways. Most importantly, the German and Croatian samples were recruited via convenience sampling strategy, while the Russian sample comprises the employees of the same organization
- Participation in the study was voluntary, i.e. the participant are engaged enough into their jobs to involve in the work-related activities beyond their direct work responsibilities.
- Reliability of the JCS appeared rather low (Cronbach’s from .66 to .74)
- Invariance of the measurement model was not established, no cross-country comparisons could be made
- For Croatia and Germany sample size is on the edge of the required minimum, larger samples are required to test the effects

THANK YOU

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