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Who Seeks Job Resources, and Who Avoids Job Demands? The Link Between Dark Personality Traits and Job Crafting

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ABSTRACT

Although job crafting has been linked repeatedly to positive employee and organizational outcomes, its detrimental side has not been well explored. To understand the way *dark* personality traits affect the type of crafting in which employees engage, this research focuses on two frameworks: the PEN (psychopathy, extraversion, and neuroticism) framework and the Dark Triad (narcissism, psychopathy, and Machiavellianism). In Study 1, we collected data on the PEN traits and job crafting from 155 individuals in various occupations. We found that neuroticism was negatively related to seeking structural job resources, whereas psychoticism was negatively related to seeking social job resources. We also found that extraversion was positively related to seeking structural and social job resources and to seeking challenging job demands. In Study 2, we examined how the Dark Triad traits predicted job crafting among police officers ($N = 135$). The results showed that narcissism was positively related to seeking social job resources and challenges, whereas psychopathy was negatively related to seeking social resources. Age and narcissism were positive predictors of reducing job demands. We conclude that personality plays an important role when choosing how to craft one's job. We discuss the practical implications of these findings.

Despite the widely recognized positive consequences of job crafting (Tims, Bakker, Derks, & van Rhenen, 2013; Tims, Bakker, & Derks, 2015b) it seems intuitive that job crafting behaviors may also have a dysfunctional side. Indeed, Berg, Dutton, and Wrzesniewski (2013) recognize that job crafting can run counter to an organization's goals. Interestingly, a few papers have demonstrated the potential negative consequences of job crafting, showing a detrimental effect of reducing one's job demands on job performance (Demerouti, Bakker, & Halbesleben, 2015; Weseler & Niessen, 2016). However, malevolent motives as antecedents to crafting seem under-studied. It seems important to understand these motives before researchers and practitioners instruct organizations and individuals to encourage job crafting in the workplace.

In two studies, we examine the dysfunctional, person-related antecedents of job crafting rather than focusing only on the outcomes of crafting. Hence, the current paper attempts to

refine our understanding of the potentially detrimental motives behind job crafting and to investigate how negative personality traits affect the type of crafting employees pursue. To achieve this aim, we investigate the role of individual differences in predicting job crafting by focusing on two distinct theories. In Study 1, we examine classic personality traits: extraversion, neuroticism, and psychoticism. In Study 2, we investigate the role of dark personality traits, namely, narcissism, psychopathy, and Machiavellianism (Paulhus & Williams, 2002).

Theory and Hypotheses

Job Crafting

Job redesign has long been seen as a top-down approach, defined as actions that organizations take to improve employees' motivation and organizational performance (Tims & Bakker, 2010). However, it has been increasingly acknowledged that employees may also change certain aspects of their job so that the job better fits their abilities and preferences (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001). This perspective *transforms* employees from reactive performers of a job that the organization has created to more active designers of their working reality, making employees responsible for their work outcomes (Tims & Bakker, 2010). This customization is called *job crafting*.

Wrzesniewski and Dutton (2001) defined job crafting as "the physical and cognitive changes individuals make in their work" (p. 179) with the aim of aligning work with their own preferences, motives, and passions. Whereas physical changes relate to the number, scope, and form of tasks or relationships at work, cognitive changes refer to changes to the way individuals perceive their jobs. Another approach to job redesign was introduced by Tims and Bakker (2010), who framed job crafting within the Job Demands-Resources (JD-R) theory as the changes employees make with regard to the physical, organizational, or social characteristics of a job. In their paper, Tims and Bakker suggested three distinct job crafting behaviors: (a) seeking structural (e.g., developing capabilities) and social job resources (e.g., asking colleagues for advice); (b) seeking job challenges (e.g., adding stimulating tasks to a job); and (c) reducing hindrance job demands (e.g., eliminating hindering demands, such as emotionally intense work). Wrzesniewski and Dutton's (2001) understanding of job crafting is oriented toward changes in tasks, relationships at work, and cognitions about work. The JD-R model is broader and divides all work characteristics into *job demands* or *job resources*. Hence, we believe that this approach is better suited to investigate the specific aspects of their jobs that employees change.

A central feature of job crafting is that employees modify their tasks or job characteristics on their own initiative. Such self-initiated changes do not require specific arrangements that are negotiated with the organization (e.g., idiosyncratic deals), which allows job crafting to be distinguished from other job-redesign behaviors (for a comparison, see Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001). Job crafting behaviors may occur in a wide array of jobs (Berg, Dutton, & Wrzesniewski, 2008) and may fluctuate from day to day (Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012).

Job crafting behaviors are proposed to be beneficial to both individuals and their workplaces. For example, job crafting has been shown to positively affect the meaning of work and employees' work identity (Berg et al., 2008). Ghitulescu (2006) found a positive relationship between job crafting and organizational commitment, job satisfaction, and reduced absenteeism. In their

longitudinal study, Tims et al. (2015b) showed that job crafting positively predicted work engagement and job performance. Moreover, job crafting was found to be related to engagement and performance at both the individual and the team level (Tims et al., 2013).

To understand who engages in job crafting and when people do so, scholars have also explored its antecedents. Some factors are related to work characteristics, such as the level of autonomy and task independence (Tims & Bakker, 2010). High daily work pressure and autonomy are linked to job crafting in the form of increasing job resources and reducing demands (Petrou et al., 2012). Wang, Demerouti, and Bakker (2015, in press) propose that job crafting can be enhanced by leaders' behaviors, such as empowering subordinates, providing them with feedback, promoting organizational identification, and building a climate of trust and support.

Personality and Job Crafting

Little is known regarding the predictive value of personality traits for job crafting. In his multilevel model of employee well-being, Bakker (2015) proposed that personality is a higher-order variable that influences the type of job resources and demands employees select. For instance, he argues that individuals who score high in extraversion (vs. those who score low) should be better at mobilizing social support from colleagues, which in turn boosts their job resources and decreases their job demands (e.g., the workload). Personality is expressed in a variety of situations, including organizational settings. These characteristic patterns of thought, emotion, and behavior affect the way individuals interact with the situational characteristics of the job environment and are especially revealed when "the going gets tough" (Scholer & Higgins, 2014, p. 291). Job crafting occurs when individuals experience a lack of fit between their needs and what a job has to offer (Lu, Wang, Lu, Du, & Bakker, 2014; Tims & Bakker, 2010), which creates a demanding situation. Misfit requires individuals to employ certain strategies for coping, one of which may be to 'craft' the job toward one's needs and expectations.

To the best of our knowledge, no available studies have investigated higher-order personality traits in the context of job crafting. Presently, many personality theorists support a hierarchical personality structure with orthogonal higher-order traits composed of correlated lower-order traits (Markon, Krueger, & Watson, 2005). Because the breadth of descriptions embodied by higher-order components is vast, we believe they should predict a wide range of phenomena, including job crafting.

The few studies that have investigated the link between personality and job crafting were restricted to lower-order personality characteristics. Tims, Bakker, and Derks (2012) found a positive relationship between a proactive personality and job crafting in the form of seeking job resources and challenges. Bipp and Demerouti (2014) showed that an approach temperament was positively related to seeking job resources and more challenging job demands, whereas an avoidance temperament was positively related to reducing hindering demands in the workplace. Brenninkmeijer and Hekkert-Koning (2015) showed that a promotion focus was positively associated with job crafting in the form of seeking resources and challenging demands, whereas a prevention focus was associated with reducing hindering demands.

Buss (1991) argued that personality traits emerged as the means by which people attain goals, especially social goals, such as gaining status and increasing access to potential mates. Although some individuals reach these goals through prosocial behaviors, others use strategies that can be perceived as aversive (Jonason & Webster, 2010). Hence, scholars (O'Boyle, Forsyth, Banks, &

McDaniel, 2012; Resick, Whitman, Weingarden, & Hiller, 2009) have argued that it is important to investigate the 'dark' side of people's personalities within an organizational context. The dark side of personality has been shown to have a negative impact on team climate, the well-being of others, and performance. Therefore, it has the potential to explain some important work-related phenomena, especially those of a counterproductive character, with greater richness than other explanations (e.g., Kish-Gephart, Harrison, & Treviño, 2010).

No previous studies have investigated the relationship between the darker sides of personality and job crafting. The present research not only addresses this literature gap but also uses two distinct theories to shed light on it. In this paper, we identify possible antecedents of crafting job demands and resources in the domain of two personality theories: the Eysenckian PEN model (Eysenck & Eysenck, 1994) and the "Dark Triad" dimensions (Paulhus & Williams, 2002). Both models include general personality factors ("super factors") composed of low-order personality facets, which encompass typical behaviors or beliefs that can play a role in the workplace. In the first model, two of the three traits can be considered maladaptive (psychoticism and neuroticism). The other model consists solely of "darker" personality traits (narcissism, psychopathy, and Machiavellianism).

Eysenckian Theory: Extraversion, Neuroticism, and Psychoticism

The Eysenckian model is composed of three personality dimensions based on psychophysiology (Eysenck & Eysenck, 1994). Eysenck initially conceptualized personality as two biologically based independent dimensions of temperament, *Extraversion* and *Neuroticism*, both measured on a continuum. He later extended this framework to include a third dimension, *Psychoticism*. The author suggested that these three dimensions are orthogonal, higher-order (fundamental) traits that account for most of the variance in personality (Eysenck & Eysenck, 1994; Furnham, Jackson, Forde, & Cotter, 2001).

Neuroticism is associated with emotional instability, overactivity, and negative affect (Eysenck & Eysenck, 1994). Persons with high scores on neuroticism tend to be emotionally overresponsive and encounter difficulties in calming down (Costa & McCrae, 1995). Because they respond strongly to emotional stimuli (Norris, Larsen, & Cacioppo, 2007), they are likely to interpret ordinary situations as potential threats that they cannot cope with. Employees who score high in neuroticism perceive their work environment as threatening, which results in negative emotions and reduced task performance (Schneider, 2004). They also tend to experience exhaustion due to daily problems (Bolger & Schilling, 1991). Langelaan, Bakker, van Doornen, and Schaufeli (2006) demonstrated that high neuroticism poses an increased risk of job burnout. Individuals who score high in neuroticism are likely to evaluate all tasks, especially those related to extraversion, as more distressing than individuals who score low in neuroticism (Christiansen, Sliter, & Frost, 2014). Not surprisingly, neuroticism is negatively related to preferences for a fast pace and high levels of task demands (Sterns, Alexander, Barrett, & Dambrot, 1983). Therefore, we predict the following:

> *Hypothesis 1:* Neuroticism has a negative relationship with increasing (a) structural and (b) social job resources and increasing (c) challenging demands and (d) a positive relationship with decreasing hindering job demands.

Psychoticism is a personality pattern typified by interpersonal hostility and distrust (Eysenck & Eysenck, 1994). Subordinate psychoticism negatively relates to perceptions of how credible a

supervisor is (McCroskey, Richmond, Johnson, & Smith, 2004). High scores on psychoticism indicate an individual who is antisocial, odd, and impersonal. Psychoticism has been demonstrated to be the strongest predictor of depersonalization as a facet of job burnout in a study among managers (Lin, Jiang, & Lam, 2013). Given that psychoticism relates to a lack of motivation to engage in social interaction, we present the following hypothesis:

Hypothesis 2: Psychoticism is negatively related to increasing social job resources.

Although extraversion is not considered a negative personality trait, because it is included in PEN, we decided to make predictions about it as well. Thus, this research addresses theoretical predictions made by Bakker (2015) about the relationship between extraversion and job crafting. Extraversion is a tendency to prefer intense and frequent interpersonal interactions (Furnham et al., 2001). Extraverted individuals are likely to have a large number of friends and demonstrate good social skills (Costa & McCrae, 1995). High (vs. low) scores in extraversion indicate more social contact during everyday activities (Oerlemans & Bakker, 2014). Extraversion is associated with positive affect; its facets include activity and excitement seeking (Eysenck & Eysenck, 1994). Extraverts are usually dissatisfied with nonstimulating and repetitive tasks (Loukidou, Loan-Clarke, & Daniels, 2009), and they tend to choose jobs with a faster pace and higher levels of cognitive task demands (Sterns et al., 1983). Thus, we predict that extraversion should account for a considerable amount of variance in job crafting because it is associated with a need for activity and initiative. Indeed, in the work context, extraversion positively predicts change-oriented behaviors, understood as employees' efforts to constructively change their work situation with the intention of benefiting the organization (Marinova, Peng, Lorinkova, Van Dyne, & Chiaburu, 2015). Given the connections among extraversion, sociability, and the preference for stimulation, we predict the following:

Hypothesis 3: Extraversion has a positive relationship with (a) increasing structural and (b) social job resources and (c) increasing challenging job demands.

Study 1

Method

Participants and Procedure

The study was approved by the departmental review board. The participants were recruited through an internal university database of extramural students who were employed in organizations across Poland (c. 500 people). Questionnaires were administered online, and participants received the link to the questionnaire via their email address. The first page of the survey informed the participants of the purpose of the study and explained that the individual data of the participants would be confidential. The next page obtained self-ratings concerning job crafting and PEN personality traits. One hundred and fifty-five participants completed the survey (c. 30%). We had to exclude the data from 24 people due to high scores on the Lie Scale (eighth sten scores and higher). In the final sample, 82% of the participants were female. The average age of the participants was 33.88 years ($SD = 7.76$). On average, the participants worked 39.91 ($SD = 6.40$) hours a week and had worked for their current organization for 6.98 ($SD = 6.20$) years. Almost all participants had a BA or MA university degree (88.5%). The participants were employed in a range of occupational sectors, including public ($n = 51$) and private organizations ($n = 75$); 5 persons

refused to provide this information. Most participants worked in the power sector (17.6%), education and training (14.5%), administration (13%), and banking and finance (10%).

Measures

Personality traits, extraversion, neuroticism, and psychoticism, were measured with a Polish adaptation (Jaworowska, 2011) of the EPQ-R S-revised shortened version of the EPQ-R, which forms 4 subscales that test the above traits with an additional Lie Scale. Each scale consists of 12 questions for which the respondents indicate whether they agree (Yes) or disagree (No). They are given 1 point for answering either *Yes* or *No* to the appropriate question according to provided rating key. The instrument has been validated in several studies by the Psychological Test Laboratory of the Polish Psychological Association, demonstrating proper factor structure and expected correlations with distinct personality measures (i.e., MMPI-2, ACL, STAI and IVE Impulsiveness Questionnaire).

Job crafting was assessed with four subdimensions of the Polish version (Roczniewska & Retowski, 2016, in press) of the Job Crafting Scale, originally developed by Tims et al. (2012). The scales are entitled *increasing structural job resources* (e.g., "I try to develop myself professionally"; $\alpha = .86$), *increasing social job resources* (e.g., "I ask others for feedback on my job performance"; $\alpha = .72$), *increasing challenging job demands* (e.g., "When an interesting project comes along, I offer myself proactively as project co-worker"; $\alpha = .83$), and *decreasing hindering job demands* (e.g., "I try to ensure that my work is emotionally less intense"; $\alpha = .74$). The respondents indicated how often they engaged in each of the behaviors (1 = never, 5 = very often). In the validation study, the analyses showed good fit indicators for the proposed four-factor structure of the job crafting scale and good reliabilities (alphas between .71 and .82). Job crafting also was correlated in the predicted way with other measures, including regulatory focus, initiative, and autonomy.

Results and Discussion

Table 1 presents the means, standard deviations, and intercorrelations of the study variables. The reliability coefficients (Cronbach's alpha) are positioned on the diagonal.

To test the hypotheses, we conducted four hierarchical regression analyses with the four job crafting dimensions as dependent variables (Table 2). Gender and age were entered as control variables in the first step (Model 1), and the PEN personality variables were entered in step 2 (Model 2). Across the four models, the control variables did not predict a significant amount of variance in job crafting (1%–3%).

We predicted that personality would account for a substantial amount of the variance in job crafting. Indeed, entering PEN traits in step 2 allowed for a significant increase in the variance explained for three of the four models (between 17% and 29% of variance explained). We hypothesized that neuroticism would be negatively related (Hypothesis 1a) and extraversion would be positively related (Hypothesis 3a) to seeking structural job resources. As can be observed in Table 2, adding PEN traits in step 2 enhanced the amount of explained variance in seeking structural job resources by 25%. In line with the hypotheses, extraversion was a positive predictor ($\beta = .37$) and neuroticism was a negative predictor ($\beta = -.25$) of seeking structural resources.

Next, we hypothesized neuroticism (Hypothesis 1b) and psychoticism (Hypothesis 2) to be negative and extraversion to be positive (Hypothesis 3b) predictors of seeking social job

Table 1. Means (M), standard deviations (SD), and zero-order correlations between variables in study 1.

	Descriptives		Correlations						
	M	SD	E	N	P	SStR	SSoR	SC	RD
Extraversion (E)	8.14	3.39	(.81)						
Neuroticism (N)	5.49	3.39	−.29**	(.83)					
Psychoticism (P)	2.71	1.96	−.11	.01	(.63)				
Seeking Structural Resources (SStR)	4.18	0.77	.44***	−.36***	−.15	(.86)			
Seeking Social Resources (SSoR)	2.85	0.78	.28**	−.09	−.25**	.37***	(.72)		
Seeking Challenges (SC)	3.42	0.86	.53***	−.23**	−.05	.61***	.38***	(.83)	
Reducing Demands (RD)	2.72	0.74	−.06	.14	.11	.07	.14	−.08	(.74)

Note. $N = 131$. Values in parentheses on the diagonal indicate Cronbach's alpha coefficients for scales' reliabilities.
***$p < .001$ **$p < .01$

resources. Adding PEN dimensions in step 2 allowed us to explain additional variance (14%) in seeking social job resources. As seen in Table 2, employees who scored higher on psychoticism were less likely to seek social resources ($\beta = -.25$). In contrast, extraversion showed a unique positive relationship with seeking job resources ($\beta = .25$). This finding demonstrates that extraverted employees were more inclined to ask for social support and feedback. Thus, Hypothesis 1b for neuroticism had to be rejected.

Furthermore, we predicted that neuroticism would have a negative relationship with increasing job challenges (Hypothesis 1c), whereas extraversion would have a positive relationship with increasing job challenges (Hypothesis 3c). As Table 2 demonstrates, the results of the regression analysis showed that adding PEN traits contributed significantly to the prediction of how often employees sought challenges ($\Delta R^2 = .28$). Higher scores in extraversion were found to be linked to more frequent challenge-seeking behaviors ($\beta = .51$).

Hypothesis 1d stated that neuroticism is positively related to decreasing hindering job demands. As seen in Table 2, entering PEN traits in step 2 did not increase the amount of variance explained. The model for reducing demands was not significant.

The results of Study 1 supported most of the hypotheses regarding the relationships between PEN traits and job crafting behaviors. We hypothesized that neuroticism would have a negative relationship with increasing job resources and challenging demands and a positive relationship with decreasing hindering job demands. The results revealed that neuroticism was a significant negative predictor only for seeking structural job resources. Increasing structural resources may include seeking opportunities to learn new things at

Table 2. Results of four regression analyses for variables predicting job crafting dimensions in study 1.

	Seeking Structural Resources		Seeking Social Resources		Seeking Challenges		Reducing Demands	
Variable	Model 1 B	Model 2 β	Model 1 β	Model 2 β	Model 1 β	Model 2 β	Model 1 β	Model 2 β
Gender[a]	.10	.06	.16	.12	.03	−.02	.02	.03
Age	.17	.06	.01	−.06	.06	.03	.08	.18
Extraversion		.37***		.25**		.51***		.02
Neuroticism		−.25**		−.04		−.08		.19
Psychoticism		−.08		−.25**		.03		.14
R^2 (adjusted R^2)	.03 (.02)	.29 (.26)***	.03 (.01)	.17 (.13)***	.00 (.00)	.28 (.25)***	.01 (.01)	.05 (.01)
ΔR^2		.25***		.14***		.28***		.05

Note. $N = 131$ [a]Coding: 0 = Male, 1 = Female ***$p < .001$. **$p < .01$. *$p < .05$.

work, increasing one's skills or looking for possibilities for autonomy. These resources are related to higher stimulation and require more responsibility. It is possible that increasing them poses a higher threat to individuals who score high (vs. low) in neuroticism because they do not appreciate a fast pace and perceive most tasks as overly stimulating (Christiansen et al., 2014; Schneider, 2004). These findings expand job crafting theory by demonstrating that increasing job resources, regardless of their previously established positive consequences (Tims, Bakker, & Derks, 2013), does not appeal to individuals who score high in neuroticism. Neuroticism did not predict other job crafting strategies.

In accordance with Hypothesis 2, psychoticism was negatively linked with seeking social job resources. Not surprisingly, a tendency to disengage from social interaction deters people who score high in psychoticism from asking others for feedback or advice on their job performance.

Because extraversion is linked to activity, initiative and sociability, the study enabled us observe its consequences for job re-design behaviors. In line with Hypothesis 3, extraversion was found to be a significant positive predictor of increasing structural and social job resources, and seeking challenging job demands.

Notably, age and gender were not found to be predictive of any of the job crafting behaviors, although age consistently acted as a negative predictor of all job crafting dimensions in Bipp and Demerouti's study (Study 1; 2014).

Importantly, demographic variables and personality traits did not predict the reduction of hindering job demands. It is possible that employees felt reluctant to report that they had attempted to do so because decreasing job demands may be perceived as socially undesirable. Although employees might be less likely to engage in reducing hindering job demands (notably, the means are lower than for other job crafting strategies in the present study and in other studies; see, e.g., Tims et al., 2015b), it is crucial to understand predictors of this type of job crafting. Proactively decreasing the level of hindering demands might occur due to different external (e.g., high workload) or internal (e.g., avoidance temperament) characteristics than those tested above. It has previously been demonstrated that cynicism is negatively associated with job crafting in the form of increasing job resources and is positively associated with job crafting in the form of reducing demands (Tims et al., 2012) because individuals who score high in cynicism tend to withdraw from work (Richardsen, Burke, & Martinussen, 2006). Therefore, in Study 2, we examine the role of other 'dark' sides of personality in performing job crafting behaviors. For the purpose of this article, we turned to one of the taxonomies of the bad apples in organizations: the Dark Triad (DT).

Study 2

Dark Triad

The Dark Triad refers to a constellation of three socially undesirable personality traits: narcissism, psychopathy, and Machiavellianism (Paulhus & Williams, 2002). These dimensions represent an agentic but exploitative social strategy (O'Boyle et al., 2012). Specifically, individuals with high levels of DT traits strive for personal goals while neglecting the balance of social exchange. O'Boyle et al. (2012) conducted a meta-analysis of the relations between the DT and work behavior and found that higher scores on Machiavellianism and psychopathy were associated with a lower quality of job performance. They also demonstrated that all three components of the DT were positively related to Counterproductive Work Behavior

(CWB). These traits prompt employees to act in ways that violate the basic social regulatory mechanisms of most work settings because their actions aim to achieve agentic rather than communal aims and to protect their interests. This approach may translate into disengaging from a situation that becomes too demanding. Drawing on this understanding, we expect the following:

> *Hypothesis 4:* Each of the DT traits [(a) narcissism, (b) psychopathy, and (c) Machiavellianism] is positively related to job crafting in the form of decreasing hindering job demands.

Although the three dimensions correlate moderately with each other, O'Boyle et al. (2012) established the dimensionality of the DT as three distinct constructs related to different motives. Consequently, although we predict that these dimensions have a similar impact on decreasing hindering job demands, we expect that they relate differently to increasing resources and seeking challenges at work.

Definitions of *Machiavellianism* emphasize its three core aspects: (a) an asserted belief in the effectiveness of manipulation, (b) a cynical vision of human nature, and (c) a moral view that the ends justify the means (O'Boyle et al., 2012). Machiavellianism is linked to reduced organizational supervisory and team commitment (Zettler, Friedrich, & Hilbig, 2011). Machiavellians are oriented toward maintaining power and exercising manipulative tactics to reach that goal (Kessler et al., 2010). Thus, Machiavellians' world outlook does not encourage personal initiative because such activities take time and consume valuable resources. Therefore, we propose the following hypothesis:

> *Hypothesis 5:* Machiavellianism is negatively related to increasing (a) structural and (b) social job resources and (c) increasing challenge job demands.

An individual who scores high in *narcissism* has a grandiose sense of self-importance. He or she requires extreme admiration, which produces a compulsion to self-promote and engage in attention-seeking behaviors. Consequently, in organizations, narcissists overstate their successes, guard themselves from criticism and refuse to compromise (Resick et al., 2009). Thus, we expect that narcissists will employ job crafting strategies that allow for self-promotion and social attention. We formulate the following prediction:

> *Hypothesis 6:* Narcissism is positively associated with increasing social job resources.

The last personality trait of the DT, *psychopathy*, is characterized by a lack of concern for other people and social norms (O'Boyle et al., 2012). Psychopaths do not experience guilt or remorse when their actions harm others. They also demonstrate diminished levels of responsibility and commitment at work (Boddy, Ladyshewsky, & Galvin, 2010). Because psychopaths tend to be asocial, we predict that they are less likely to engage in asking for feedback or advice from their supervisors and colleagues. Hence, we propose the following hypothesis:

> *Hypothesis 7:* Psychopathy is negatively related to increasing social job resources.

Paulhus (2014) warns that in some occupations, inadvertent hiring of dark personalities may result in serious negative consequences, such as actual physical harm or criminality. He argues that police officers and military personnel have many opportunities to harm others with little fear of consequences due to their work mandates. Therefore, in Study 2 we were particularly interested to see how DT traits predict making changes in one's job among police officers.

Method

Participants and Procedure

The departmental review board also approved the second study. All of the participants in the study were police employees who completed the pen-and-paper procedure during a break in their daily routines. A self-administered questionnaire survey method was used. Our research assistants distributed the questionnaires to the targeted respondents and sought their consent to complete the survey on a voluntary basis. The first page of the survey informed participants of the purpose of the study and explained that the individual data of the participants would be confidential. The next pages obtained self-ratings concerning job crafting and the 'Dark Triad' personality traits. A total of 135 police officers (c. 70% of those approached to participate) completed the survey. Most of the participants were male (78%). The average age of the participants was 36.84 years ($SD = 8.19$). On average, the participants worked 41.86 ($SD = 7.42$) hours a week and had worked for their current organization for 15.51 ($SD = 8.49$) years.

Materials

The "Dark Triad" personality traits—narcissism, psychopathy, and Machiavellianism—were measured with 12 items of the Polish adaptation (Czarna, Jonason, Dufner, & Kossowska, 2016) of the "Dirty Dozen" measure (Jonason & Webster, 2010). Each scale consists of four statements rated on a five-point scale ranging from 1 (totally disagree) to 5 (totally agree). The three scales were *narcissism* (e.g., "I tend to want others to admire me"; $\alpha = .84$), "psychopathy" (e.g., "I tend to lack remorse"; $\alpha = .71$), and *Machiavellianism* (e.g., "I have used deceit or lied to get my way"; $\alpha = .82$). Validation studies demonstrated good scale reliabilities (alphas between .65 and .88) and fit to bifactor structure (namely, latent global factor and three sub-scale-based latent factors). The results revealed expected sex differences and allowed us to predict the participants' utilitarian decisions in moral dilemmas (Czarna et al., 2016).

Job crafting was assessed with four subdimensions of the Polish adaptation of the Job Crafting Scale developed by Tims et al. (2012) described in Study 1. The reliabilities were as follows: *increasing structural job resources* ($\alpha = .82$); *increasing social job resources* ($\alpha = .72$); *increasing challenging job demands* ($\alpha = .74$); and *decreasing hindering job demands* ($\alpha = .80$).

Results and Discussion

Table 3 shows the descriptive statistics of the study variables and the reliability coefficients.

We performed four hierarchical regression analyses with the four job crafting dimensions as dependent variables (Table 4). In the first step (Model 1), we entered gender and age as control variables. This resulted in a significant prediction model only for reducing job demands (14%). Age had a positive regression coefficient ($\beta = .38$), indicating that older employees tend to engage more often in such behaviors. Gender was consistently a nonsignificant predictor of all job crafting dimensions, which replicates the results obtained in Study 1.

In step 2 of the regression analysis, we introduced the three personality variables: narcissism, psychopathy, and Machiavellianism (Model 2; see Table 4). This allowed for a significant increase in explained variance for three out of four models (between 11% and 24% of explained variance). We predicted that Machiavellianism would be a negative predictor of

Table 3. Means (*M*), standard deviations (*SD*), and zero-order correlations between variables in study 2.

	Descriptives		Correlations						
	M	*SD*	*M*	*N*	*P*	SStR	SSoR	SC	RD
Machiavellianism (M)	1.66	0.79	(.82)						
Narcissism (N)	2.04	0.89	.63***	(.84)					
Psychopathy (P)	2.05	0.83	.56***	.32***	(.71)				
Seeking Structural Resources (SStR)	4.39	0.47	−.22**	−.07	−.18*	(.82)			
Seeking Social Resources (SSoR)	2.90	0.83	.07	.27**	−.07	.11	(.72)		
Seeking Challenges (SC)	3.39	0.76	−.07	.13	−.16	.41***	.45***	(.74)	
Reducing Demands (RD)	2.70	0.91	.25**	.28**	.07	−.01	.24**	.06	(.80)

Note. N = 135. Values in parentheses on the diagonal indicate Cronbach's alpha coefficients for scales' reliabilities.
***$p < .001.$ **$p < .01.$ *$p < .05.$

seeking structural job resources (Hypothesis 5a). The results showed that DT traits did not explain variance in seeking structural resources; thus, the hypothesis was rejected.

Next, we hypothesized that narcissism would be positively related to seeking social resources (Hypothesis 6), whereas Machiavellianism (Hypothesis 5b) and psychopathy (Hypothesis 7) would be negatively related to seeking social resources. Adding DT traits in step 2 enhanced the amount of explained variance in seeking social resources by 10%. As can be observed in Table 4, the results demonstrated that narcissism was a positive predictor ($\beta = .38$) and psychopathy was a negative predictor ($\beta = −.17$) of seeking social resources. Thus, the hypothesis for Machiavellianism was rejected.

Furthermore, DT dimensions indicated incremental validity (4%) in explaining increasing challenging job demands. We expected Machiavellianism to be negatively linked with seeking challenges (Hypothesis 5c). As seen in Table 4, this predictor was not significant; therefore, the hypothesis had to be rejected. Unexpectedly, the results showed that the higher the score on narcissism, the more likely the participants were to seek challenges at work ($\beta = .23$).

Hypothesis 4 stated that all DT traits predict job crafting in the form of reducing job demands. Indeed, adding DT traits in step 2 contributed significantly to the prediction of demand-reducing behaviors ($\Delta R^2 = .10$). The results revealed that only age ($\beta = .35$) and narcissism ($\beta = .24$) were found to be significant positive predictors.

The results of Study 2 partially supported our predictions about the relationships between DT traits and job crafting. Although both narcissism and Machiavellianism correlated with

Table 4. Results of four regression analyses for variables predicting job crafting dimensions in study 2.

	Seeking Structural Resources		Seeking Social Resources		Seeking Challenges		Reducing Demands	
Variable	Model 1 β	Model 2 *B*	Model 1 β	Model 2 β	Model 1 *B*	Model 2 *B*	Model 1 β	Model 2 *B*
Gender[a]	−.08	−.11	−.01	−.06	.05	.01	.09	.08
Age	.07	.00	.05	−.04	.21*	.14	.38**	.35**
Machiavellianism		−.22		−.07		−.13		.09
Narcissism		.10		.38**		.23*		.24*
Psychopathy		−.11		−.17*		−.13		.01
R^2 (adjusted R^2)	.01 (.00)	.07 (.04)	.00 (.00)	.11 (.07)*	.04 (.03)	.09 (.05)*	.14 (.13)***	.24 (.21)***
ΔR^2		.06		.10**		.04*		.10**

Note. N = 131. [a]Coding: 0 – Male, 1 – Female
***$p < .001.$ **$p < .01.$ *$p < .05.$

the dimension of reducing demands, the results demonstrated that only age and narcissism increased the likelihood of employees proactively lowering their job demands. Therefore, Hypothesis 4 was supported solely for narcissism. With high job demands present in the police force (Toch, 2002), age, which is obviously correlated with time spent in service, would enable the prediction of higher exhaustion and disengagement (according to the JD-R model; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Hence, we observed that especially in high-demand professions (police officers in Study 2 vs. other professions in Study 1), individuals engage more in reducing hindering demands with higher age.

In Hypothesis 5, we proposed that Machiavellianism would be negatively linked with increasing any job resources or challenging demands. Although Machiavellianism correlated in the expected direction with increasing structural job resources, none of the four models demonstrated that Machiavellianism was a significant predictor of job crafting. One of the possible explanations might be that individuals who score relatively high in Machiavellianism share an asserted belief in the effectiveness of manipulative strategies in dealing with others (e.g., "Never tell anyone the real reason you did something unless it is useful to do so"; O'Boyle et al., 2012). Individuals with relatively high scores in Machiavellianism consider lying to be an acceptable behavior and tend to engage in deception when it benefits them (Kashy & DePaulo, 1996). Hence, although their attitudes toward people and jobs do not encourage personal initiative, individuals who score relatively high in Machiavellianism may not be willing to admit this to protect their self-image.

In line with Hypothesis 6, narcissism was positively related to seeking social job resources. Narcissists fantasize about success and admiration, and they want this self-love to be reinforced by others (Morf & Rhodewalt, 2001). Asking colleagues for feedback or enquiring whether a supervisor is satisfied with their work allows them to fulfill this need.

Last, the results supported Hypothesis 7, in which we predicted that psychopathy would be negatively linked with increasing social job resources. In contrast with narcissists, psychopaths are less likely to find value in indirect rewards such as social regard and acceptance by co-workers (O'Boyle et al., 2012). Not only do they not strive for these rewards, but their behavior also tends to be antisocial. Hence, we found that individuals who score relatively high in psychopathy tend to turn to their co-workers and supervisors for advice or guidance less frequently.

General Discussion

Study Contribution

Even in the most restricted and controlled jobs, employees have the potential to change certain aspects of their tasks (Wrzesniewski & Dutton, 2001). The studies described in the present article highlight the role of individual differences as predictors of such behaviors. Importantly, they demonstrate that not only are some persons more likely to craft their jobs than others but also that certain individual characteristics might explain the preference for a particular strategy to craft a job.

The first contribution of the studies is that they demonstrate two distinct personality constructs—PEN and the Dark Triad—as predictors of job crafting behaviors. This finding highlights the importance of individual differences as antecedents of job crafting in addition to the situational factors described in other studies (e.g., Demerouti et al., 2015). Moreover, no

previous studies have examined the link between dark personality traits and job crafting, which opens the possibility of investigating counterproductive motives behind pursuing job crafting (for the counterproductive consequences of job crafting, see Demerouti et al., 2015).

The present studies suggest that individual differences guide the repertoire of job crafting behaviors. Looking for opportunities to learn at work, to be able to use one's competencies or to increase one's level of autonomy, referred to as 'increasing structural job resources', is a job crafting strategy that is chosen by individuals who score high in extraversion and who seek activity and stimulation (Study 1). The results described in this article expand on other findings about personal initiative among extraverts (e.g., Furnham, 2001). Study 1 also showed that neuroticism is negatively related to increasing the level of structural job resources. Such actions relate to novelty and responsibility, all of which may seem threatening to individuals who score relatively high in neuroticism. This result confirms earlier findings demonstrating that these individuals avoid highly stimulating work environments (e.g., Christiansen et al., 2014). Although previous research identified the positive consequences of job resources on individuals (Bakker, Demerouti, & Euwema, 2005), this study suggests that employees with relatively high levels of neuroticism may not be willing to increase their structural job resources. Hence, this study adds to the body of knowledge regarding Job Demands-Resources theory (Demerouti & Bakker, 2011).

Another job crafting dimension, increasing social job resources by obtaining support and feedback from colleagues or supervisory coaching from managers, appeals to individuals who score high in extraversion (Study 1) and narcissism (Study 2), although the motives for choosing it differ for both groups. Extraverts are outgoing, sociable and friendly; they seek social resources because this is part of their natural repertoire of behaviors (e.g., extraverted individuals are more likely to request help from peers in academic contexts; Bidjerano & Dai, 2007). Narcissists, in contrast, seek social resources to provide others with an opportunity to admire their attributes and supply them with flattery. Hence, although an act of behavior is communal (involves building relations), the goal remains agentic. On the contrary, other people are neglected as possible job resources by individuals who score relatively high in psychoticism (Study 1) and psychopathy (Study 2); these people prefer solitary activities and tend to be asocial. The findings demonstrate that employees with relatively higher scores in psychoticism and psychopathy rarely turn to their co-workers for advice or feedback on their performance and seldom interact with their supervisors to gain inspiration or to be coached.

Another dimension of job crafting that was tested in the studies concerned increasing the level of challenging job demands, which stimulate employees to improve their knowledge and abilities or to pursue more ambitious goals (LePine, Podsakoff, & LePine, 2005). Specifically, individuals may add extra tasks to their jobs to make them more challenging or may voluntarily take part in interesting projects in their organizations. Again, these behaviors were well predicted by extraversion (Study 1) and narcissism (Study 2). Extraverts seek excitement in an effort to heighten their arousal level (Eysenck & Eysenck, 1994); hence, challenging job demands provide them with opportunities for required stimulation. The exact mechanism that predisposes individuals who score relatively high in narcissism to engage in such behaviors should be tested in future studies. It is possible that narcissists declare that they seek challenges (but do not necessarily do so) because they tend to exaggerate their achievements. Hence, future research should include objective data on this and other job crafting dimensions.

The last dimension of job crafting that we tested refers to decreasing the level of hindering job demands. The only significant personality correlate we found in this research was narcissism. Individuals who score relatively high in narcissism reduce demands that they perceive as overwhelming. For example, employees may try to reduce the intensity of emotions they feel at work by avoiding clients or co-workers who cause distress. Studies have repeatedly shown that prolonged exposure to hindering demands combined with low levels of job resources results in negative health consequences (Bakker et al., 2005). By reducing the level of hindering demands, individuals who score high in narcissism attempt to diminish the negative repercussions of high hindrance demands. Individuals who score high in narcissism may be especially predisposed to protect themselves due to their great sense of self-importance. The lack of ability to handle a situation may pose a threat to their agentic self-esteem, so they may decide not to face the situation at all.

The pattern of results in Study 2 contributes to the literature by showing that age is a strong predictor of reducing hindering job demands among police officers; older employees reduced hindering demands more often than younger employees did. Contrary to our findings, in a study conducted by Bipp and Demerouti (2014), age acted as a negative predictor of all types of job crafting. However, we believe that police officers were vital as a research sample to observe the reverse effect of age in our study. Police work, as a public service, is a highly demanding profession in which strain is accumulated over time. Reducing the amount of hindering demands can restore employees' energy levels (Bakker & Costa, 2014; Tims et al., 2013). High job demands that accumulate in the police force over time may predispose older officers to undertake actions targeted at the reduction of these demands. However, this assumption should be tested in studies with a longitudinal design among individuals working in highly demanding professions.

Interestingly, extraversion was linked with increasing structural and social job resources and seeking challenges at work. In their study, Michielsen, Willemsen, Croon, de Vries, and Van Heck (2004) established extraversion as one of the strongest negative predictors of emotional exhaustion and fatigue at work. It is possible that individuals who score high (vs. low) in extraversion have a greater chance of reducing the potential for job burnout because, as our study indicates, they exhibit greater tendencies to seek structural and social resources. This keeps them engaged, which in turn motivates them to craft their jobs for more resources and challenges. The accumulated job resources buffer the impact of job demands on burnout (Bakker et al., 2005).

Study Limitations and Future Research

Despite the contributions of the present studies, we must also acknowledge their limitations. First, all of the measures were self-reports administered in a cross-sectional design, which may introduce common method variance. To reduce the plausibility of method biases as an explanation for the relationships observed in our study, different response categories were used (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). A second limitation is that causal inferences cannot be drawn from the correlational study results. It is plausible that engaging in specific job crafting behaviors can enhance related personality traits. In this early phase of theorizing about the antecedents of job crafting, we believe that establishing the directions of relationships between tested personality traits and job crafting dimensions among real employees, combined with a cautious discussion of potential explanations for these relationships, is a valuable contribution. Another limitation is the relatively small sample sizes and

convenience sampling in both studies. For results that are low in magnitude but statistically nonsignificant, the lack of statistical significance does not mean there is no effect. As a result of convenience sampling, Study 1 consists mainly of women (82%), whereas in Poland women typically constitute 57.6% of the working population.[1] The age distribution, however, resembles that of the working population in Poland. For Study 2, the sex and age distributions match those of the police population in Poland. The samples are also representative with regard to working hours. However, in terms of education in Study 1, we gathered data mostly from participants who held a university degree, whereas BA and MA graduates constitute approximately 32% of the working population in Poland. Hence, we need to acknowledge the limitations of generalizability, at least in terms of education and sex in Study 1. From this perspective, we must treat the studies as interesting hypothesis-generating research. Replication research with larger sample sizes and more complex sampling is needed. Future studies may want to include all dark personality traits investigated in the present studies in one overall study and link this with job crafting behaviors.

It is worth noting that the more negative types of measures all had means much lower than the mid-point of the scales. The right-skewed distribution is common across the original version and its adaptations, especially among non-clinical samples. Analyses based on Item Response Theory reveal that Dark Triad Dirty Dozen items tend to be difficult to endorse, perhaps because each trait is considered socially undesirable (see: Webster & Jonason, 2013). Therefore, we can speak about 'healthy' individuals with relatively lower and higher scores in these traits. It is interesting that even slight differences in these traits covary with differences in job crafting behaviors. Thus, even though people score medium to low on dark personality traits, there are meaningful relationships with job crafting.

Traditionally, job crafting has been framed as increasing structural and social job resources. This study prompts the question of whether it can also take the form of reducing these resources when the employee perceives this reduction as beneficial. It remains to be seen whether individuals who score high in neuroticism are motivated to reduce structural resources and whether individuals who score relatively high on psychoticism and psychopathy are inclined to reduce their social resources. This reduction would make their jobs match their personality. However, this assumption cannot be verified with the currently available job crafting instruments. Therefore, it is necessary to expand the existing measures or create new instruments targeted at reduction-oriented job crafting (see also Laurence, 2010). Moreover, in this paper, we focused only on dysfunctional antecedents as possible motives for crafting. It would be interesting to examine the way this 'negative' crafting affects colleagues and organizational performance. Specifically, reducing daily job demands by narcissists may translate into more work for their co-workers (Tims, Bakker, & Derks, 2015a), whereas neglecting social resources may affect employee relations at work. Future research should test these hypotheses.

Our studies focused on employees increasing or decreasing the level of job demands and available resources. However, Wrzesniewski and Dutton (2001) propose that crafting can also be cognitive in that employees alter their views of the job they perform (e.g., a salesperson in a bookstore sees the job as an essential part of helping people fulfill their needs rather than only processing orders). Therefore, future research could focus on the role of individual

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[1] All population statistics are based on a report published yearly by the National Bureau of Statistics (Główny Urząd Statystyczny, GUS) in Poland, which can be found at http://stat.gov.pl/en/.

differences that predispose employees to engage in cognitive crafting, such as cognitive styles or coping mechanisms.

Last, future studies should address the question of moderators of the relationships between individual differences and job crafting. We argue that personality is especially revealed in high-demand situations in which the self-regulatory system is taxed or stressed. This suggestion provides opportunities to observe how individuals' handling of problems is shaped by their usual ways of coping (Scholer & Higgins, 2014). High-demand situations might include person-organization misfit (e.g., Roczniewska & Retowski, 2014) or organizational change (e.g., Petrou, Demerouti, & Xanthopoulou, 2016). We propose that in such cases, personality should have an even stronger effect on job crafting behaviors.

Conclusions and Practical Implications

The studies described in this article indicate that specific job crafting behaviors are more appealing to certain types of employees. It seems that individual differences guide the repertoire of actions undertaken to eliminate misfit between an employee and his or her job. Reducing this misfit is, of course, beneficial to the employee; however, it may come at some cost to the company if it is not aligned with organizational goals. Because they are confident and not opposed to lying, individuals who score high on Dark Triad traits may make good first impressions and do very well in job interviews (Paulhus, Westlake, Calvez, & Harms, 2013). Consequently, practitioners must deal with them in the workplace. This phenomenon gives supervisors reasons to engage in better understanding of employees' personalities and motivations to better equip employees with suitable job characteristics that serve both the employees and the company.

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