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It's About Time: Understanding Job Crafting Through the Lens of Individuals' Temporal Characteristics

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Abstract:	Job crafting refers to the myriad ways employees customize their jobs, such as by altering their tasks and social interaction at work. Numerous scholars over the past 20 years have remarked on the overall need to better understand the role of time in job crafting. However, the literature has not considered how employees think about time, or, relatedly, how they use and manage it—and why this might matter for job crafting. To address these unresolved issues, the current paper develops a conceptual model of individual-level, time-related characteristics that shape employees' engagement in job crafting and the effects of job crafting efforts on their well-being. We first review the prevailing understanding of time in job crafting research: merely operating as a medium for change, in the background. We then introduce our new conceptualization of time as central to job crafting—as temporal characteristics of the job crafter—and develop a conceptual model in which time-related constructs play a key role in influencing job crafting and its effects. Our model proposes that employees' career stage, as well as their polychronicity preference and temporal focus, predict engagement in job crafting, whereas employees' time management and time urgency act as key moderators that shape the implications of job crafting for employees' well-being. By theorizing on time in job crafting, our model thus contributes to understanding relevant antecedents and outcomes of job crafting. We conclude our paper by offering an agenda for future research to further incorporate the role of time in job crafting.

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It's About Time:

Understanding Job Crafting Through the Lens of Individuals' Temporal Characteristics

Abstract

Job crafting refers to the myriad ways employees customize their jobs, such as by altering their tasks and social interaction at work. Numerous scholars over the past 20 years have remarked on the overall need to better understand the role of time in job crafting. However, the literature has not considered how employees think about time, or, relatedly, how they use and manage it—and why this might matter for job crafting. To address these unresolved issues, the current paper develops a conceptual model of individual-level, time-related characteristics that shape employees' engagement in job crafting and the effects of job crafting efforts on their well-being. We first review the prevailing understanding of time in job crafting research: merely operating as a medium for change, in the background. We then introduce our new conceptualization of time as central to job crafting—as *temporal characteristics of the job crafter*—and develop a conceptual model in which time-related constructs play a key role in influencing job crafting and its effects. Our model proposes that employees' career stage, as well as their polychronicity preference and temporal focus, predict engagement in job crafting, whereas employees' time management and time urgency act as key moderators that shape the implications of job crafting for employees' well-being. By theorizing on time in job crafting, our model thus contributes to understanding relevant antecedents and outcomes of job crafting. We conclude our paper by offering an agenda for future research to further incorporate the role of time in job crafting.

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It's About Time:

Understanding Job Crafting Through the Lens of Individuals' Temporal Characteristics

Job crafting refers to the myriad ways employees customize their jobs, such as by altering the task and relational aspects of their work (e.g., Bruning & Campion, 2018; Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001). Job crafting first entered the field of management two decades ago, with the publication of the seminal paper by Wrzesniewski and Dutton (2001). At the time, job crafting was a revolutionary concept for job design research, because it radically departed from the literature's historical focus on top-down design by management to simplify, enlarge, or enrich employees' jobs (Hackman & Oldham, 1976; Herzberg, 1966; Mintzberg, 1973; Porter & Lawler, 1968; Taylor, 1911; Vroom, 1964). Today, however, job crafting lies at the heart of a burgeoning research literature that includes at least 118 empirical papers (Zhang & Parker, 2019) as well as several meta-analyses (Lazazzara et al., 2020; Lichtenthaler & Fischbach, 2019; Rudolph et al., 2017) and reviews that synthesized and reoriented the research as it unfolded (e.g., Berg et al., 2013; Wang et al., 2016). This research has enhanced our understanding of job crafting in several ways, such as by establishing some of its antecedents, correlates, and outcomes (e.g., Bindl et al., 2019; Leana et al., 2009; Tims et al., 2016; Tuan, 2019; Wang et al., 2017). We now know that employees, across ranks and occupations, engage in job crafting, with important implications for their well-being (e.g., Berg, Wrzesniewski, & Dutton, 2010; Nielsen & Abildgaard, 2012).

Yet, explorations of, or theorizing on, the role of time and temporality are rare in job crafting research. Most research has employed cross-sectional study designs (Lichtenthaler & Fischbach, 2019; Zhang & Parker, 2019), and very few studies involve the three or more

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repeated measurements necessary to examine change over time (Dobrow & Weisman, 2021; Ployhart & Vandenberg, 2010; Zapf et al., 1996). As Berg et al. (2013) remark, "Despite the fact that job crafting is an ongoing, dynamic process rather than a single time event, little theory or research has addressed the role of time in job crafting" (p. 98). One notable exception is a recent conceptual piece (De Bloom et al., 2020) that proposes trajectories of employee engagement in job crafting (e.g., that job crafting declines over time as successful crafting fulfills approach and avoidance needs). Building on this work, which generates initial insight into how job crafting behaviors change over time (i.e., the role of time as a medium for change in job crafting), we argue the literature would now benefit from research that explores job crafting through an additional temporal lens—one that puts the job crafter at the forefront, by considering how individual-level temporal constructs (Shipp & Cole, 2015) influence job crafting and its effects. The purpose of this paper is to draw together such research to propose a model of time-related constructs in job crafting.

Exploring individual-level temporal constructs in job crafting research is critical for several reasons. First, accounting for the role of individuals' temporal characteristics may help to resolve inconsistent findings emerging within the literature regarding the positive and negative outcomes of the two major forms of job crafting, *promotion* and *prevention* (e.g., Akkermans & Tims, 2017; Berg, Grant, & Johnson, 2010; Bindl et al., 2019; Harju et al., 2016, Nielsen & Abildgaard, 2012; Petrou et al., 2015). Promotion crafting is concerned with maximizing the positive features of a job (Bruning & Campion, 2018), such as by enhancing its desirable aspects (Wrzesniewski & Dutton, 2001), expanding its complexity and breadth (Bindl et al., 2019), or increasing the degree of resources and challenging demands in the job (Bakker & Demerouti, 2007). In contrast, the other core form of job crafting, prevention crafting, is concerned with

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purposefully minimizing the negative features of a job, such as by eliminating its undesirable aspects (Wrzesniewski & Dutton, 2001), simplifying and prioritizing different components (Bindl et al., 2019), or reducing the number of hindering demands in the job (Bakker & Demerouti, 2007). Previous research has indicated patterns of predominantly positive implications for promotion crafting (see Table 1) versus overall negative effects of prevention crafting (see Table 2; also see Lichtenthaler & Fischbach, 2019; Rudolph et al., 2017). However, more recent, inconsistent findings in the literature (e.g., Akkermans & Tims, 2017; Berg, Grant, & Johnson, 2010; Bindl et al., 2019; Demerouti et al., 2015) raise the question as to why promotion crafting is sometimes associated with negative outcomes (or not associated with proposed positive outcomes), while prevention crafting is sometimes associated with positive outcomes (or not associated with proposed negative outcomes).

We contend that a greater understanding of employees' individual-level temporal characteristics (i.e., how they think about time, as well as use and manage it) can help explain the notion of inconsistent findings in promotion versus prevention crafting and thus improve our understanding of these core forms of job crafting in organizations. For example, research has found promotion crafting may be detrimental to the extent that it increases work-home interference (e.g., difficulty fulfilling household obligations due to a busy work schedule; not fully enjoying family time due to worrying about work; Akkermans & Tims, 2017), because promotion crafting may increase the complexity of one's job and take away resources from other parts of employees' lives. In this context, theorizing on the role of time in job crafting could generate more nuanced insights, for example, by suggesting that promotion crafting is most likely to cause increased work-home interference when job crafters are deficient in time management. In sum, we contend that adopting a temporal lens of job crafting will enable better

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predictions about when engagement in different types of job crafting in organizations is likely to be beneficial or detrimental, thereby providing valuable insights both to employees seeking to attain positive outcomes through job crafting, as well as managers seeking to anticipate the consequences of employees' job crafting efforts.

Second, exploring individual-level temporal constructs in job crafting research is critical because it may help predict when individuals will engage in different forms of job crafting. Job crafting is most often an individual activity (Wrzesniewski & Dutton, 2001), which is engaged in by employees who think differently about time and use and manage time in different ways. Owing to these differences, certain employees may be more inclined to engage in different forms of job crafting than others. For example, one employee may have a strong future focus and tendency to envision future possibilities, which aligns with the growth-oriented nature of promotion crafting, whereas another employee may have a strong past focus and desire to avoid past mistakes (Gibson et al., 2007; Waller et al., 2001), aligning with the safety-oriented nature of prevention crafting. Similarly, one employee may be more polychronic and enjoy being involved in many tasks at once, which aligns with the enhancing nature of promotion crafting, whereas another employee may be more monochronic and seek to avoid multi-tasking (Bluedorn et al., 1999), which aligns with the limiting nature of prevention crafting. As these examples illustrate, considering how employees use and manage time, as well as think about time, will equip management to provide individuated support to employees by helping them identify distinct opportunities for prevention or promotion crafting in the organization.

In addition, we argue consideration of time matters because job crafting is an "ongoing process," as opposed to one-off event (Berg et al., 2013, p. 98; Harju et al., 2016, p. 12), through which employees refine their jobs to meet individual needs over their careers. Because job

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crafting occurs as employees develop in their careers and experience corresponding changes in their individual needs, we expect that at different stages in their careers, employees tend to engage in forms of job crafting that meet their evolving needs. For example, earlier in their careers and lives, when individuals are experimenting with provisional selves (Dobrow & Higgins, 2005; Ibarra, 1999) and seeking broad exposure that maximizes learning (Dalton et al., 1977), they may be more inclined to engage in promotion crafting. On the other hand, later in their lives and careers, when individuals are focused on stability, maintaining an area of expertise and avoiding mistakes (Freund & Baltes, 2000; Thompson et al., 1986), they may be more motivated to engage in prevention crafting. Thus, exploring the role of individuals' temporal characteristics, such as career stage, may promote a better understanding of which employees will tend to engage in different forms of job crafting and help organizations toward managing the different job crafting activities of employees at different career stages.

To advance these important understandings, this paper develops a conceptual model of the role of individuals' temporal characteristics in job crafting. Building from established insights about the individual-level temporal characteristics of employees (Shipp & Cole, 2015), our conceptual model makes several contributions to our understanding of job crafting in organizations. First, answering previous calls to enrich the study of time in job crafting research (Berg et al., 2013; Bindl et al., 2019; Leana et al., 2009; Zhang & Parker, 2019), we introduce a novel approach to examining the role of "time" in job crafting studies—that is, by considering in what ways individuals' temporal characteristics influence job crafting. Our approach to theorizing about the role of time advances the literature beyond past empirical studies, which have only generated insight into "time" insofar as they have used different measurement timeframes. Second, our theorizing offers a novel, temporal perspective for explaining when and

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why individuals will be motivated to engage in different forms of job crafting—that is, we establish individuals' temporal characteristics as antecedents of promotion versus prevention crafting. Initial research on the antecedents of job crafting has primarily focused on individuals' psychological needs (Bindl et al., 2019; Wrzesniewski & Dutton, 2001), or job characteristics (e.g., job autonomy) and individual differences (e.g., Big 5 traits) that are agnostic to individuals' time-related tendencies (Rudolph et al., 2017). Our theorizing thus contributes to a more precise understanding of when and why individuals will be motivated to engage in different forms of job crafting. Third, we reconcile divergent findings in the literature concerning the effects of job crafting (e.g., Akkermans & Tims, 2017; Berg, Grant, & Johnson, 2010) by clarifying when promotion crafting may have detrimental effects for employee well-being, whereas prevention crafting may have positive effects, with important implications for the management of individuals' job crafting efforts in organizations.

To organize our conceptual paper, we first discuss the prevailing conceptualization of time in job crafting research, documenting that time is currently a feature of the background and merely operates as a medium for change. We then introduce our new conceptualization of time as central to job crafting—that is, as *temporal characteristics of the job crafter*—and develop a conceptual model in which time-related constructs play a key role in influencing job crafting and its effects. Through reframing job crafting as an activity engaged in by individuals with diverse ways of thinking, using, and managing time, we chart a new direction for job crafting research that brings temporal issues to the foreground of theoretical development. In turn, we conclude the paper with suggestions for future research based on our model.

Conceptualization of Time in Job Crafting Research

Current Conceptualization: In the Background, a Medium for Change

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Scholars have long highlighted the important but neglected role of "time" in the field of organizational research (e.g., Ancona et al., 2001; Dobrow & Weisman, 2021; Fried & Slowik, 2004; Sonnentag, 2012), and the literature on job crafting is no exception. Many scholars note the need to better understand the role of time in job crafting (e.g., Berg et al., 2013; Bindl et al., 2019; Leana et al., 2009; Zhang & Parker, 2019), particularly with respect to how it contributes to the effect of job crafting (e.g., Harju et al., 2016). Yet, despite acknowledging "the key role that time may play in determining the effects of job crafting" (Wrzesniewski et al., 2013, p. 286), scholars have tended to focus on how job crafting should be operationalized in time rather than incorporate time-related constructs directly in their theorizing. In fact, out of the 56 job crafting papers we reviewed that mention time, all considered time only as a medium for change, referring to the measurement period for their study or using it as a frame of reference for discussing job crafting's effects (e.g., "short-term" or within six months vs. "long-term" or beyond six months). Although the existing understanding of time in job crafting research has enabled knowledge gains concerning the short- and long-term effects of job crafting, it fails to acknowledge the central role that time may play in influencing individuals' engagement and outcomes of job crafting. At this stage in the development of the job crafting literature, a new approach and conceptualization of time is needed to recognize the central role temporal characteristics may play in shaping job crafting. We introduce our new conceptualization of time in job crafting next.

Toward a New Conceptualization: In the Foreground, Central to Theory

Building on the current consideration of time in job crafting research, which treats time as a simple feature of the background, we seek to advance a more nuanced conceptualization, in which time plays a core role in both influencing employees' engagement in job crafting, as well

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as the outcomes of their crafting efforts for their well-being. In brief, we advocate for examining job crafting through the lens of individuals' *temporal characteristics* and moving the literature toward a deeper, richer understanding, in which time is "not just in the background but in the foreground as well" (Shipp & Cole, 2015, p. 251). Our use of the term *temporal characteristics* in this paper extends and builds upon prior work in the literature on *time*.

Although there is no consensus regarding the key definition of temporal characteristics, several themes in how scholars explore these characteristics prevail. First, temporal characteristics may refer to how individuals change over time, such as whether they are in the earlier or later stages of their career (Fried et al., 2007). Second, temporal characteristics may refer to individuals' time perspectives and time-related preferences (Sonnentag, 2012), such as their degree of focus on the past versus future, preference to do tasks simultaneously versus sequentially, or their sense of time-related urgency. These themes in earlier work on employees' temporal characteristics inform the framework advanced in this paper.

Also informing our framework of individuals' temporal characteristics is foundational work on time-related constructs in individual-level organizational research. Specifically, Shipp and Cole (2015: 242-245) offer a framework for organizing time-related constructs in individual-level organizational studies. Their framework suggests that temporal characteristics represent both *how individuals use and manage time*, as well as *how individuals think about time*. Answering the question of how individuals use and manage time involves research that examines employees' individual preferences for (or aversions to) multitasking (i.e., an individual temporal characteristic known as polychronicity), as well as employees' preferences for how to manage their time (e.g., list-making, scheduling), goal-setting, and organization (i.e., an individual temporal characteristic know as time management). On the other hand, answering the question of

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how individuals think about time involves research that investigates employees' concern with the passage of time and feelings of being chronically hurried (i.e., time urgency), as well as their tendency to direct attention to the past, present, or future (i.e., temporal focus). We therefore propose a framework that combines the varied perspectives on temporal characteristics in the literature (e.g., Fried et al., 2007; Sonnentag, 2012) with Shipp and Cole's (2015) guiding questions for conceptualizing individual-level time-related constructs.

Our framework consists of three overarching research questions that we use to advance the theorizing of time in job crafting. The first two research questions in our framework draw directly from the questions posed by Shipp and Cole (2015). Specifically, Research Question 1 asks, *in what ways is job crafting influenced by how individuals use and manage time?* We answer this question by exploring the role of polychronicity (e.g., Bluedorn et al., 1999) as a determinant of promotion and prevention crafting, as well as the role of time management (e.g., Macan, 1994) in influencing the relationships between different forms of job crafting and employee well-being. Research Question 2 asks, *in what ways is job crafting influenced by how individuals think about time?* We explore this question through the lens of employees' temporal characteristics by considering individuals' temporal focus or time perspective (e.g., Gibson et al., 2007; Shipp et al., 2009; Waller et al., 2001) as a predictor of promotion and prevention crafting, as well as time urgency (e.g., Conte et al., 1998) as a key boundary condition of job crafting's effects on employee well-being. Drawing on Fried et al. (2007), the final Research Question of our framework acknowledges a core characteristic of job crafting—that it is an ongoing activity, which occurs over the course of individuals' careers. This question asks, *in what ways is job crafting influenced by how individuals change over time?* We examine this question by exploring

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different career stages (e.g., Super, 1980; Thompson et al., 1986) as antecedents of promotion and prevention crafting.

We characterize the constructs in our model as predictors or moderators, respectively, based on previous research in the job crafting literature. According to previous research, antecedents of job crafting include psychological needs (e.g., the needs for competence, relatedness, and autonomy; see Bindl et al., 2019; Wrzesniewski & Dutton, 2001), individual differences (e.g., proactive personality, regulatory focus, general self-efficacy), demographic characteristics (e.g., age, tenure) and job characteristics (e.g., workload, job autonomy) that are all likely to motivate individuals' engagement in job crafting (Rudolph et al., 2017). In recognizing this previous research, we deliberately characterize our construct of career stage (i.e., a demographic characteristic) as an antecedent of job crafting. Similarly, we choose to characterize temporal focus and polychronicity (i.e., individual differences) as antecedents of job crafting. These antecedents act as motivators of job crafting (Wrzesniewski & Dutton, 2001), because they are accompanied by distinct needs that employees may fulfill through customizing their jobs (Bindl et al., 2019). In contrast, we characterize time management as a moderator of job crafting because, although some individuals may have a greater preference for time management than others, it is a skill or set of behaviors individuals can learn (Green & Skinner, 2005; Van Eerde, 2003) and can be applied to change the nature of job crafting's relationship with employee well-being. Specifically, we argue that whether promotion and prevention crafting will be more or less beneficial for employee well-being will depend on whether individuals develop and deploy this skill. Finally, although we recognize time urgency as an individual difference reflecting individuals' tendency to feel chronically hurried, we argue for this construct as a moderator of job crafting given evidence that individuals, too, can learn to

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alter the belief systems underlying this tendency (Friedman, 1996; Park et al., 2008; Kotter, 2008) and hence represents a point of leverage for changing the nature of the relationship between job crafting and well-being. We introduce our theoretical framework of individuals' temporal characteristics and job crafting next.

Model Development

In this section, we develop a conceptual model of job crafting through the lens of time, that considers how individuals' temporal characteristics motivate their engagement in different forms of job crafting, thus acting as antecedents of job crafting. Our model also advances insight into how individuals' temporal characteristics may act as key boundary conditions that shape the relationships of different forms of job crafting with employee well-being. Figure 1 shows our overarching model, the guiding research questions and propositions of our model.

Individuals' Temporal Characteristics as Antecedents of Job Crafting

Individuals' Career Stage and Job Crafting

The first question in our framework concerns the ways in which job crafting is influenced by how individuals change over time at work. Job crafting is motivated by individuals' needs (Wrzesniewski & Dutton, 2001), which systematically change over time as they mature through various life and career stages (Super, 1953, 1957, 1980; Zacher & Froidevaux, 2021). Thus we approach our research question by considering employee career stage (e.g., Dalton et al., 1977; Super, 1980; Thompson et al., 1986) as a key temporal characteristic that influences individuals' engagement in job crafting. Although the literature has recognized non-linear paths (e.g., Sullivan & Al Ariss, 2021; Sullivan et al., 2003) and more fluid movement within careers (Hall, 1996; Sullivan & Arthur, 2006), it is generally accepted that employees at different stages in their lives and careers tend to have different goal orientations (Ebner et al., 2006) and priorities

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(Hirschi et al., 2020), and thus tend to engage in different activities at work (Dalton et al., 1977; Thompson et al., 1986). More specifically, empirical evidence suggests younger, early-career employees are focused on maximizing growth and identifying opportunities in their work, while those who are older and in later stages of their career are more focused on the prevention of losses at work (Ebner et al., 2006; Freund & Baltes, 2000; Heckhausen et al., 1989; Rudolph et al., 2018; Zacher et al., 2010).

We contend that understanding individuals' career stage can help to predict their engagement in promotion and prevention crafting. Specifically, theorizing of career stages (e.g., Super, 1957, 1980) suggests that individuals undergo change over time in their careers, progressing from exploring various alternatives to pursuing maintenance (e.g., "holding one's own" in the job) (Super, 1980, p. 292). Similarly, theorizing of lifespan stages (Baltes, 1997; Baltes & Dickson, 2001; Ebner et al., 2006) asserts that individuals change, from striving for gains to preventing losses, across the lifespan. These systematic changes in individuals' needs as their careers and lives progress, we propose, align with the aims of promotion versus prevention crafting at work. For example, early-career employees are typically concerned with maximizing learning and increasing competence (Dalton et al., 1977), building professional networks, experimenting with different professional identities (Dobrow & Higgins, 2005; Ibarra, 1999), and demonstrating their capability to handle more complex roles and responsibilities (i.e., Dalton et al., 1977; Fried et al., 2007), all of which are associated with aspects of promotion crafting, as identified in previous job crafting research (e.g., Bindl et al.'s, 2019, measure of promotion and prevention crafting). For instance, the early-career tendency to maximize learning and increase competencies aligns with specific activities characterized as promotion crafting (e.g., "I actively tried to develop wider capabilities in my job"; Bindl et al., 2019). Similarly, we can see an

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alignment between promotion crafting and the early-career tendency to build professional networks (e.g., "I actively sought to meet new people at work"; Bindl et al., 2019), and increase the complexity of the work role (e.g., "I increased the number of difficult decisions I made in my work"; Bindl et al., 2019).

On the other hand, career-stage and lifespan theorists propose that those who are further on in their career (and who are generally older than early-career employees) are more motivated to maintain the status quo (Super, 1957) and prevent losses that may otherwise occur due to aging (Freund & Baltes, 2000). These needs of late career individuals tend to result in them seeking focused support from their organizations (Jung & Takeuchi, 2018), as well as striving to avoid negative outcomes and maintain existing functioning in key areas at work (e.g., by curtailing time and effort devoted to other activities) (Penningroth & Scott, 2012). In addition, theorizing on socio-emotional selectivity suggests that late-career stage employees strive to maximize social and emotional gains and minimize social and emotional losses (Carstensen et al., 2003); similarly, evidence suggests older people tend to have smaller networks of acquaintances while maintaining emotionally close relationships (Carstensen, 1995). Finally, these underpinning theories suggest later-career stage employees often have a tendency to specialize—focusing their activities in areas of "distinctive competence" (Thompson et al., 1986, p. 53) and on ensuring work-life balance (Hupkens et al., 2021), while being less interested in identifying opportunities (see meta-analysis by Rudolph et al., 2018) or in promotions at work (Ornstein et al., 1989). Thus, the late-career tendency toward specialization is akin to specific activities that characterize prevention crafting (e.g., "I channeled my efforts at work towards maintaining a specific area of expertise"; Bindl et al., 2019). Similarly, the tendency of individuals in their late career stage to be selective about their work tasks and emphasize work-

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life balance is akin to other activities that represent prevention crafting (e.g., "I actively reduced the scope of tasks I worked on"; Bindl et al., 2019), as is the tendency toward socio-emotional selection (e.g., "I minimized my interactions with people at work that I did not get along with"; Bindl et al. 2019). Based on the arguments put forth, we propose:

Proposition 1a: Individuals who are in their early career stage (as opposed to their late career stage) will be particularly motivated to engage in promotion crafting.

Proposition 1b: Individuals who are in their late career stage (as opposed to their early career stage) will be particularly motivated to engage in prevention crafting.

Individuals' Polychronicity and Job Crafting

We next consider how polychronicity (Slocombe & Bluedorn, 1999), a key temporal characteristic concerning how individuals use and manage time (Shipp & Cole, 2015), helps to understand which individuals will be particularly motivated to engage in different forms of job crafting in ways that align with their individual needs. Polychronicity captures the distinct preferences individuals have about how many tasks they like to engage in at once: while some individuals are motivated to engage in one activity at a time (i.e., "monochronic" individuals), others prefer to engage in many tasks concurrently, frequently switching between them (i.e., "polychronic" individuals) (Conte et al., 1999; Bluedorn et al., 1999; Slocombe & Bluedorn, 1999). Such preferences have been linked to individuals' tendency to engage in two or more work tasks at the same time (König & Waller, 2010). In addition, although some jobs are inherently better suited to either monochronic (e.g., in the context of long-distance truck-driving haulage) or polychronic (e.g., in the context of emergency room physicians) orientations (Schein, 1992), evidence suggests most jobs have opportunities to be carried out in ways that correspond more to either orientation (Kantrowitz et al., 2012) and thus lend themselves to be adjusted by

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employees according to their preferences. In this context, we argue polychronicity preference can help explain why individuals are more likely to engage in either promotion or prevention forms of crafting, based on their polychronic versus monochronic preferences.

First, employees with a polychronic orientation prefer to engage in multiple tasks and are most satisfied when there are opportunities for multi-tasking (Bluedorn et al., 1992). This behavioral tendency will therefore lead to expanding the boundaries of a job, such as by taking on new tasks and working on projects with a wider variety of colleagues (e.g., Bindl et al., 2019; Lichtenthaler & Fischbach, 2019), that is, to engage in promotion crafting. These tasks and social interactions are taken on in addition to the existing demands of an individual's basic job requirements (Lichtenthaler & Fischbach, 2019), so as to increase the employee's challenge demands and resources (Tims & Bakker, 2010). Because multitasking can take place over timeframes ranging from seconds to weeks (König & Waller, 2010), we propose that promotion job crafting offers polychronic employees the opportunity to meaningfully engage in multiple tasks at work over these various timeframes.

On the other hand, individuals who are monochronic prefer to complete one task at a time and to carry out few, if any, tasks simultaneously (e.g., Bluedorn et al., 1999; Bluedorn et al., 1992; Slocombe & Bluedorn, 1999). Because prevention crafting involves purposely reducing the boundaries and scope of a job, such as by putting in effort on specific tasks while reducing or eliminating work on others, or by focusing on social interactions with certain colleagues, while reducing contact with others (e.g., Bindl, et al., 2019), we propose that such changes to one's job particularly enable individuals who are monochronic to achieve a satisfactory fit with their preferences in their job. This is, because through reducing the scope and complexity of their jobs, individuals will likely reduce the need for multi-tasking. For example, an employee who is

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monochronic may engage in prevention crafting by delegating some tasks to an assistant (Bruning & Campion, 2018), thereby reducing the overall number of tasks in which they are simultaneously engaged. Based on the above reasoning, we offer the following propositions on how polychronicity shapes individuals' engagement in promotion and prevention crafting:

Proposition 2a: Individuals who are polychronic (rather than monochronic) will be particularly motivated to engage in promotion crafting.

Proposition 2b: Individuals who are monochronic (rather than polychronic) will be particularly motivated to engage in prevention crafting.

Individuals' Temporal Focus and Job Crafting

Additional insight into employees' engagement in different forms of job crafting (promotion vs. prevention) lies in temporal focus, a temporal characteristic reflecting how individuals think about time (Shipp & Cole, 2015), also referred to as "time perspective" (Gibson et al., 2007; Waller et al., 2001). Temporal focus captures individuals' differences in whether they allocate their attention to the past, present, or future (Bluedorn, 2002; Mohammed & Harrison, 2013; Shipp et al., 2009; Waller et al., 2001). Drawing on previous research pertaining to these constructs, we expect individuals' degree of focus on the past, present, and future to shape their motivation to engage in different forms of job crafting.

Individuals who have a strong temporal focus on the past tend to relive and reflect on their past experiences (Holman & Silver, 1998; Zimbardo et al., 1997). They tend to be "conservative in their maintenance of the status quo and reluctant to experience the unfamiliar or deal with change" (Keough et al., 1999; p. 150). We argue employees with a strong temporal focus on the past will engage in prevention crafting for two key reasons. First, just as CEOs with a past focus are more influenced by negative media coverage (Gamache & McNamara, 2019),

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employees who have a strong past focus may be more likely to ruminate on the negative features of their jobs (Shipp et al., 2009). These characteristics of employees with a past temporal focus align with prevention crafting, which is focused on minimizing the negative features of a job (as illustrated by examples of prevention crafting in previous job crafting research, such as, "I changed my work so that I only interacted with people that I felt good about working with," and "I focused my mind on the best parts of my job, while trying to ignore those parts I didn't like"; Bindl et al., 2019). Second, prevention crafting tends to be focused on contracting or reducing the scope of the job (Lichtenthaler & Fischbach, 2019), which allows employees to focus on specific areas of expertise (e.g., "I channeled my efforts at work towards maintaining a specific area of expertise"; Bindl et al., 2019). Employees with a past focus may appreciate this aspect of prevention crafting because it allows them to focus on and build from past experiences, without branching out into unfamiliar areas that are disconnected from their past experiences (Shipp et al., 2009; Zimbardo et al., 1997).

In contrast, individuals who have a strong present focus (or "current focus," Shipp et al., 2009, p. 2) tend to "rely on the immediate, salient aspects of the stimulus and social setting when making decisions and taking actions" (Zimbardo et al., 1997, p. 1008). They tend to make decisions in the spur in the moment, live their life one day at a time, and refrain from engaging in behaviors if "they don't feel good now" (Keough et al., 1999; p. 164). A strong present focus has been associated with behaviors such as seizing opportunities and taking risks (Keough et al., 1999; Zimbardo et al., 1997; Shipp et al., 2009). In this context, we argue that employees with a stronger present focus will tend to engage in more promotion crafting. Promotion crafting is focused on maximizing the positive features of a job and attaining more positive experiences at work (Lichtenthaler & Fischbach, 2019). Because employees with a stronger present focus seek

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more ways to enjoy the moment and obtain instant gratification at work (Shipp et al., 2009), promotion crafting is likely to appeal to them as a means to attain this excitement. Employees with a strong present focus may also be more well-suited to explore and seize opportunities for promotion crafting if and when they arise in the social setting at work (Nadkarni & Chen, 2014).

Finally, individuals who have a strong future focus tend to pre-live experiences and envision future realities—making decisions based on "anticipated consequences of imagined future scenarios" (Zimbardo et al., 1997, p. 1008) and finding pleasure in thinking about the future, laying out future plans, and setting goals (Keough et al., 1999). We argue that employees with a strong future focus, similar to those with a strong present focus, will be motivated to engage in promotion crafting, although for different reasons. Promotion crafting to expand the job is likely to have significant consequences for employees' workloads and may lead to role overload without sufficient planning (Berg, Grant, & Johnson, 2010). Employees who have a strong future focus may engage in more promotion crafting because they can see the potential benefits while also being able to plan for increased workloads and anticipate future contingencies (Nadkarni & Chen, 2014), increasing their comfort in taking on new or increasingly complex tasks (i.e., "making it seem more possible," Thoms & Greenberger, 1995, p. 275). Thus, due to their better planning abilities, employees with a strong future focus are more likely to anticipate reaping the benefits of promotion crafting, and in turn, may be more likely to engage in the behavior. Based on the above reasoning, we propose the following about how different temporal foci will shape employees' motivation to engage in either promotion or prevention crafting:

> **Proposition 3a:** Individuals who have a strong temporal focus on the present and/or future (rather than the past) will be particularly motivated to engage in promotion crafting.

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Proposition 3b: Individuals who have a strong temporal focus on the past (rather than the present and/or future) will be particularly motivated to engage in prevention crafting.

In sum, our earlier theorizing suggests that, from the perspective of individual-level temporal constructs, employees' motivation to engage in promotion crafting will be most pronounced, such that promotion crafting will serve to satisfy individuals' needs at work, when they are in their early career stage, are highly polychronic, and have a strong temporal focus on the present and future. In contrast, our theorizing suggests individuals' motivation to engage in prevention crafting will be at its highest when they are in a late career stage, are highly monochronic, and have a strong temporal focus on the past. Thus, integrating our earlier arguments on the role of career stage, polychronicity, and temporal focus for job crafting, we propose the following:

Proposition 4a: Individuals who are in the early career stage, are polychronic, and have a strong temporal focus on the present and/or future will be particularly motivated to engage in promotion crafting.

Proposition 4b: Individuals who are in the late career stage, are monochronic, and have a strong temporal focus on the past will be particularly motivated to engage in prevention crafting.

Temporal Characteristics as Boundary Conditions of Job Crafting's Effects on Well-Being

Research has predominantly found overall positive effects of promotion crafting and negative, or non-significant, effects of prevention crafting on employees' well-being (Lichtenthaler & Fischbach, 2019; Rudolph et al., 2017; see overview in Tables 1 and 2). Nevertheless, inconsistent findings do exist, suggesting promotion crafting is not always beneficial and, by the same token, that prevention crafting is not always detrimental at work

(e.g., Akkermans & Tims, 2017; Berg, Grant, & Johnson, 2010; Bindl et al., 2019; Harju et al., 2016, Nielsen and Abildgaard, 2012; Petrou et al. 2015). In this context, we now consider the role of time, and particularly, *how individuals think about time*, as well as *how they use and manage time*, in shaping the outcomes of different forms of job crafting for employee well-being, to help clarify when promotion crafting may indeed be less beneficial, while prevention crafting, in contrast, may be more beneficial for employees' well-being than previously assumed.

We focus on moderators of the relationship between job crafting and *individual well-being* as opposed to, for instance, organizational performance, in line with original theorizing in job crafting research. Job crafting was originally conceptualized as "primarily an individual-level activity" in which employees customize their jobs to fulfill the need for control over their work, connection to others in the workplace, and a positive self-image on the job (Wrzesniewski & Dutton, 2001, p. 187). According to Wrzesniewski (2014), "Through these pathways, needs are met, and employee well-being results" (p. 67). Given that job crafting serves the individual, "it is not inherently good or bad for organizations" (Wrzesniewski & Dutton, 2001, p. 187). Yet, when attempting to fulfil their own needs, employees may "change the job in ways that benefit or hurt the organization" (Wrzesniewski & Dutton, 2001, p. 187). In sum, although job crafting may have ripple effects for the organization, our theorizing reflects that job crafting is most often an individual activity focused on meeting individual needs and that when employees' jobs "better meet their needs, employees foster well-being" (p. 67). Like other organizational scholars, we use the term "well-being" to refer to a range of variables, including self-esteem, psychological well-being, work engagement, stress, and burnout (see "general well-being"; Greco et al., 2021).

Time Management and Job Crafting

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We first explore the role of *time management* as a moderator in influencing the relationship between job crafting and individual well-being. Similar to polychronicity discussed earlier, time management is a temporal characteristic that reflects an aspect of how individuals use and manage time (Shipp & Cole, 2015). Specifically, an individual's degree of time management (Britton & Tesser, 1991; Macan, 1994; Shipp & Cole, 2015) reflects the extent to which they set and prioritize goals, have "well-organized work habits" (Barling et al., 1996, p. 822), and use other "mechanics of time management" (e.g., make "to-do" lists, plan their days ahead of time, schedule time for weekly activities; Barling et al., 1996; Macan, 1994, p. 385). Time management skills contribute to individuals feeling in control of their time and like they are making constructive use of it (Britton & Tesser, 1991). Research suggests engaging in time management helps improve employees' well-being by reducing job-induced tensions (e.g., feelings of pressure) and somatic symptoms (e.g., insomnia, headaches) (Macan, 1994). Although some individuals may have a greater preference for time management than others, it is a skill or set of behaviors that individuals can learn (Green & Skinner, 2005; King et al., 1986; Macan, 1994; Slaven & Totterdell, 1993; Van Eerde, 2003).

We contend that at higher levels of time management, individuals' promotion crafting can enrich the job and promote positive psychological states, such as enjoyment and meaning (Berg, Grant, & Johnson, 2010). This is because the time management skill is a valuable psychosocial resource (Ma et al., 2020; Hobfoll et al., 2018; Taylor & Broffman, 2011) that may allow individuals to better cope with job demands (e.g., time pressure and physical workload), which can be intensified by promotion crafting (Demerouti et al., 2001; Karasek, 1979). On the contrary, at lower levels of time management, we expect that promotion crafting is less beneficial for well-being. Because promotion crafting involves expanding a job, it may, instead,

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lead to role overload (Berg, Grant, & Johnson, 2010): the feeling of being cognitively overtaxed because of excessive time pressure, commitments, and responsibilities for the available capabilities and resources (Peterson et al., 1995). Indeed, previous qualitative research offers examples of individuals' promotion crafting leading to role overload, for example employees taking on extra duties for a sense of personal achievement yet experiencing onerous stress due to struggling to balance these additional responsibilities (see Table 4 in Berg, Grant, & Johnson, 2010). In turn, strong evidence suggests role overload is indeed linked with impaired well-being (e.g., Ilgen & Hollenbeck, 1991; LePine et al., 2005; Sonnentag, 2015).

We argue that promotion crafting is likely to induce role overload when individuals' time management is low because in such contexts, individuals lack the skills to manage expanded jobs. For example, consider a maintenance technician who takes on the additional task of training new employees because they find satisfaction in providing help and meeting people from different backgrounds (as in Berg, Wrzesniewski, & Dutton, 2010, p. 166). If the technician has higher time management, they may be able to effectively integrate these new behaviors into their work schedule (Rapp et al., 2013), allowing them to derive enjoyment and meaning from the task. By contrast, if the technician has lower time management, they may have difficulty engaging in these new behaviors alongside core responsibilities, or engage in them at "inauspicious moments" (e.g., when they have pressing deadlines) (Rapp et al., 2013, p. 670), leading to frustration and stress on the job. Thus, at lower levels of time management, we expect promotion crafting to be less positively associated with employee well-being.

In contrast to the expansive nature of promotion crafting, prevention crafting generally results in the creation of a more simplified job, which lacks the design features that often facilitate well-being (Humphrey et al., 2007; Parker et al., 2017). For example, when individuals

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engage in prevention crafting, they tend to reduce the scope, complexity, and mental intensity of their jobs (Bindl et al., 2019; Lichtenthaler & Fischbach, 2019). These actions account for overall findings across research that prevention crafting has negative implications for employees' well-being (e.g., Lichtenthaler & Fischbach, 2019; Rudolph et al., 2017). However, we expect that the implications of prevention crafting for individuals' well-being will be more positive at lower levels of time management.

Individuals who are lower in time management tend not to prioritize or schedule time to complete their tasks (Barling et al., 1996; Macan, 1994), making it more difficult for them to carry out complex and mentally-intense jobs. Engagement in prevention crafting is therefore important for individuals who are lower in time management, as it will help them to compensate for their lack of prioritization and scheduling skills. Aligning and simplifying the job through prevention crafting, for instance, enables individuals who are lower in time management to better cope with job demands (Peterson et al., 1995), in turn, resulting in more positive well-being outcomes (Ilgen & Hollenbeck, 1991; LePine et al., 2005). Based on the above reasoning, we offer the following proposition concerning when promotion crafting may not have the expected benefits for well-being, and, on the contrary, when prevention crafting may be more beneficial than previously assumed:

Proposition 5a: Promotion crafting will have a less positive association with employee well-being when individuals' time management is low (as opposed to high).

Proposition 5b: Prevention crafting will have a more positive association with employee well-being when individuals' time management is low (as opposed to high).

Time Urgency and Job Crafting

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Time urgency is a temporal characteristic, like temporal focus, that captures how individuals think about time (Shipp & Cole, 2015). Specifically, time urgency is a characteristic component of the "Type A" behavior pattern, that reflects the degree to which individuals feel hurried and concerned about time passing (e.g., Conte et al., 1998; Landy et al., 1991). Although time urgency is typically viewed as an individual difference, like time management, it is also subject to change (e.g., because individuals have the capability to alter the belief systems that sustain or aggravate their sense of time urgency) (Friedman, 1996; Park et al., 2008; Kotter, 2008). When individuals are high in time urgency, they believe time is "scarce and must be conserved, resulting in a preoccupation with the passage of time, deadlines, and the rate that tasks must be performed" (Mohammed & Harrison, 2013, p. 245). Further, they tend to be highly aware of time, and complete their work at a fast and energetic pace (e.g., Landy et al., 1991; Waller et al., 1999). Given that individuals who are high in time urgency are already likely to be working quickly and feel pressed for time (Landy et al., 1991), promotion crafting in this situation is akin to adding "fuel to a fire." Promotion crafting is likely to increase individuals' sense of pressure and make it more difficult for them to relax (Frankenhaeuser et al., 1980), in turn, reducing the benefits of promotion crafting for their well-being. For example, consider an individual who is high in time urgency and engages in promotion crafting through increasing job demands. Such job demands require temporal resources, of which individuals who are high in time urgency already tend to feel in short supply (Mohammed & Harrison, 2013). In sum, when individuals are higher (rather than lower) on time urgency, promotion crafting is likely to have less positive consequences for their own well-being.

While we put forth that promotion crafting may not be well-suited to individuals when they are high in time urgency, we argue that prevention crafting, in contrast, will indeed be

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effective for individuals in this context. For example, consider an employee who has many formal job responsibilities and engages in prevention crafting by delegating some of the smaller tasks to an assistant (e.g., as in the case of a Credit Union employee in Bruning & Campion, 2018, p. 507). If this employee is high (rather than low) in time urgency, they are likely to perceive that they have an overburdened schedule, and thus their prevention crafting (i.e., delegation) represents an effective means of self-regulation (Scheier & Carver, 1988). While in simplifying their job, the employee may forego some of the well-being benefits that are typically associated with enriched jobs (Hackman & Oldham, 1976; Humphrey et al., 2007), prevention crafting, on the whole, has positive implications for the employee's well-being because it can provide beneficial respite from their perceived temporal demands at work (Ilgen & Hollenbeck, 1991; LePine et al., 2005; Sonnentag, 2015). Thus, we propose:

Proposition 6a: Promotion crafting will have a less positive association with employee well-being when individuals' time urgency is high (as opposed to low).

Proposition 6b: Prevention crafting will have a more positive association with employee well-being when individuals' time urgency is high (as opposed to low).

Our above arguments suggest that individuals' time management and time urgency will influence the overall association between forms of job crafting and employee well-being in complementary ways, such that promotion crafting may have a less beneficial, and prevention crafting a more beneficial, association with well-being. In sum, we propose the following:

Proposition 7a: Promotion crafting will have a less positive association with employee well-being when individuals' time management is low and time urgency is high.

Proposition 7b: Prevention crafting will have a more positive association with employee well-being when individuals' time management is low and time urgency is high.

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Discussion

Although job crafting research has generated important insights about individuals' engagement in bottom-up job design in organizations, most research to date has been agnostic on the role of time in job crafting. Beyond accounting for time as a methodological choice by examining shorter versus longer time lags in job crafting, research has rarely considered time as a key, theoretical construct that helps to advance insights into the motivation and outcomes of job crafting. However, as we have argued in this conceptual paper, time matters in job crafting; considering how individuals think about and manage time, as well as change over the lifetime of their careers, can enhance the precision of job crafting theory and improve the management of job crafting in organizations. With the intention of inspiring future research on time and job crafting, we developed a conceptual model that accounts for how a set of individuals' temporal characteristics (Shipp & Cole, 2015) may influence employees' engagement in job crafting and moderate the effects of job crafting on their well-being. We discuss the theoretical and practical implications of our review and conceptual model next.

Theoretical Implications

Research on Temporal Characteristics as Antecedents of Job Crafting

Our conceptual framework highlights the importance of temporal characteristics as antecedents that shape employees' engagement in job crafting. First, acknowledging that employees' preferences at work may change over time as they progress across career stages (Super, 1980; Zacher & Froidevaux, 2021), we proposed that individuals will be particularly motivated to engage in promotion crafting during their early career stage, whereas during their late career stage they will be particularly motivated to engage in prevention crafting. Second, we recognized that employees will differ in how they think about and manage time. In this context,

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we proposed that polychronic individuals will be particularly motivated to engage in promotion crafting, whereas monochronic individuals will be driven to engage in prevention crafting. We further proposed that individuals who are strongly focused on the present and/or future will be more motivated to engage in promotion crafting, while individuals strongly focused on the past will be more motivated to engage in prevention crafting.

Beyond testing these propositions of our model, future research may meaningfully expand on it by examining different combinations of individuals' temporal characteristics in shaping their engagement in job crafting. For instance, we proposed that individuals will be particularly motivated to engage in promotion crafting when they are in the early career stage, polychronic, and strongly focused on the present and/or future, whereas they will be particularly motivated to engage in prevention crafting when they are in the late career stage, monochronic, and strongly focused on the past. In addition to testing these specific propositions from our paper, which focused on clarifying when engagement in promotion and prevention crafting will be maximized, future research may build upon our work by exploring cases in which individuals' temporal characteristics are in conflict with one another. For example, consider a consulting firm employee who is in their early career but highly monochronic. At this stage in their career, the employee is likely to engage in promotion crafting (e.g., seek to expand relationships, tasks, and responsibilities) because it enhances learning opportunities and stimulation, provides opportunities to demonstrate competency and readiness for promotions (Fried et al., 2007), and expands their professional network, helping them clarify a professional identity by trying on different possible future work selves (Dobrow & Higgins, 2005; Ibarra, 1999). However, because the employee is monochronic, they have an aversion to multi-tasking (Bluedorn et al., 1992) and may not be keen to engage in promotion crafting. Overall, in situations such as this one, whether

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the employee will engage in promotion crafting is unclear. Which is more important: the employee's career stage, suggesting engagement in promotion crafting, or the employee's monochronic orientation, suggesting engagement in prevention crafting? Alternatively, perhaps the employee will vacillate between forms of job crafting—engaging in promotion crafting when their career stage is salient in their mind but engaging in prevention crafting when promotion crafting results in too much multitasking. Another possibility is that the conflict in this situation, between employees' career stage and monochronic orientation, will give rise to more negative consequences of job crafting. Similar questions, involving conflicting combinations of temporal characteristics, could also inspire future job crafting studies that consider the role of individuals' temporal focus (Bluedorn, 2002; Gibson et al., 2007; Shipp et al., 2009). For instance, consider a late-career employee who has a strong temporal focus on the present and future. Will this employee engage in more prevention crafting than promotion crafting, due to their career stage (e.g., focus on honing existing skills or building new ones), or will they engage in promotion crafting, which aligns with their present and future focus? Our model provides the basis for exploring such interesting questions and, more generally, for exploring how different temporal characteristics interact to shape employees' engagement in job crafting.

Research on Temporal Characteristics as Boundary Conditions of Job Crafting's Effects

Our conceptual model pinpoints numerous opportunities to examine how temporal characteristics shape the association between job crafting and employee well-being. For instance, whereas research has typically highlighted the positive implications of promotion crafting for individuals' well-being (Lichtenthaler & Fischbach, 2019; Rudolph et al., 2017), our model suggests temporal characteristics may attenuate these overarching effects. For example, a key implication of our model is that promotion crafting may have less positive effects for employee

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well-being when individuals are low in time management. The reason is that at low levels of time management, employees cannot effectively manage core job duties alongside the new demands of their crafted jobs (Rapp et al., 2013), leading them to experience role overload (Berg, Grant, & Johnson, 2010; Peterson et al., 1995), and in turn, impaired well-being. We encourage future research to examine the role of time management, and other temporal characteristics, in modifying the positive effects of promotion crafting. For example, one temporal characteristic that has been manipulated in a research setting and may be worthwhile to explore in the context of promotion crafting is individuals' temporal depth (or time horizon) (e.g., Joireman et al., 2006). Temporal depth is a concept closely linked to temporal focus, referring to the length of time, into the past or future, that individuals typically consider when thinking about events and decisions (Bluedorn, 2002; Shipp & Cole, 2015; Shipp & Jansen, 2021). Individuals with a high degree of past temporal depth tend to concentrate on the distant past and prefer to do work much slower than individuals with a high degree of future temporal depth (Bluedorn & Martin, 2008); thus, promotion crafting, which may increase individuals' workload and induce the pressure to work faster, may not be as beneficial to the well-being of individuals with a high degree of past temporal depth. This example represents just one of many inquiries for future research that may help to highlight how temporal characteristics may hamper the overarching benefits of promotion crafting.

We also encourage future research to examine temporal characteristics that may reverse the negative effects of prevention crafting. For instance, although prevention crafting has not typically been associated with beneficial outcomes (Lichtenthaler & Fischbach, 2019; Rudolph et al., 2017), our model indicates it may indeed have more beneficial implications for well-being when employees are high in time urgency and low in time management. At high levels of time

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urgency, employees feel hurried carrying out their work, and thus, narrowing the scope of their job (e.g., by delegating tasks to others) can be beneficial in providing a sense of relief and reducing the perceived high intensity of work (Kira et al., 2012). Further, when employees are low in time management, prevention crafting (e.g., to reduce the complexity of the job and number of tasks) aligns the demands of the job with their skills (Peterson et al., 1995), thus helping to improve their well-being (Ilgen & Hollenbeck, 1991; LePine et al., 2005). In sum, our model not only highlights temporal factors that may lessen positive effects of promotion crafting, but also those that may foster more positive effects of prevention crafting. Future research might build upon our model by examining whether other temporal characteristics may also help to improve the outcomes of prevention crafting. For example, one temporal characteristic that may be particularly worthwhile to explore in future research is individuals' pacing style (Gevers et al., 2006; Shipp & Cole, 2015; Shipp & Jansen, 2021), or "pattern of effort distribution over time in working toward deadlines" (Mohammed & Harrison, 2013, p. 244). Individuals who pace themselves such that they complete the bulk of their work just before time runs out may particularly benefit from prevention crafting because their focus to complete tasks under time pressure makes them more well-suited for simplified tasks that involve minimal brainstorming, information procesing, and conflict resolution (Mohammed & Harrison, 2013).

In addition to exploring temporal characteristics that attenuate or reverse effects of job crafting, our model also indicates examining temporal factors that amplify effects of job crafting may be worthwhile. For example, our model suggests promotion crafting will have a more positive association with employee well-being when individuals' time management is high. Similar to prevention crafting by individuals who are low in time management, promotion crafting by individuals who have the capability to manage more complex jobs represents an

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alignment between the employee's skills and job demands (Peterson et al., 1995), helping to maximize the positive outcomes of promotion crafting for employee well-being (Berg, Grant, & Johnson, 2010).

Research that Integrates Temporal Characteristics as Antecedents and Moderators

Thus far, we have discussed the implications of our model for research that explores temporal antecedents and moderators of job crafting, separately. Yet, perhaps some of the most interesting developments that emerge from our framework concern research that will integrate examinations of such temporal characteristics. For example, multi-level research designs could explore engagement in, and effects of, job crafting among early versus late-career employees who are low versus high in time urgency. Further, research could explore job crafting among employees who are polychronic versus monochronic and low versus high in time management. Finally, research could expand upon the temporal characteristics identified in our model, by exploring other time-related constructs that may shape individuals' engagement in job crafting and the outcomes of job crafting for organizations.

In sum, our framework highlights a new avenue for job crafting research, namely, exploring "time" as antecedents of job crafting and as boundaries of job crafting's effects. As an initial starting point, scholars could usefully test the propositions outlined in our paper, examining polychronicity, temporal focus, and career stage as antecedents of job crafting, as well as time management and time urgency as moderators of the effects of job crafting on individual well-being. Subsequently, acknowledging that these time-related constructs operate in concert (rather than in a vacuum), an important next step would be to examine how these constructs interact to predict engagement in and effects of job crafting. Previous research has not

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recognized the relevance of studying combinations of time-related constructs, but our conceptual framework allows scholars to identify the relevant questions and explore such combinations.

Implications for Management Practice

From a practical standpoint, the conceptual model advanced in this paper has important implications for the management of job crafting in organizations. First, our research helps organizations to anticipate and understand when their staff will be particularly motivated to engage in different forms of job crafting. For instance, drawing on our model, management may recognize that early-career employees will be particularly motivated to engage in promotion crafting, and accordingly, aid these employees in identifying opportunities to engage in this form of crafting within the organization. For instance, managers may ask early-career employees whether there are any new skills that they would like to explore on the job and provide employees with the time and resources that they need to develop these wider capabilities (Bindl et al., 2019). They could also facilitate introductions for early-career employees who are seeking to promotion craft through expanding their networks, working with a wider variety of people, and increasing their social interaction at work (Laurence, 2010; Lichtenthaler & Fischbach, 2019; Rofcanin et al., 2019). In addition, drawing on our model, management may recognize that late-career employees will be particularly motivated to engage in prevention crafting. Moreover, similar to early-career employees, management may help late-career employees identify relevant opportunities for their preferred form of job crafting, with a view also on which specializations are most desirable for the organization. Managers, for example, may ask late-career employees what they consider to be their most valued areas of expertise and provide these employees with the autonomy and resources to stay on top of knowledge in these core job areas (Bindl et al., 2019). In sum, our conceptual model informs management's understanding of which employees

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will be motivated to engage in different forms of job crafting and, as a result, enables management to work towards better guiding employees' job crafting activities.

Our conceptual model has further implications for management practice in that it offers in-depth insight into when different forms of job crafting will be more or less beneficial to employees' well-being—a key outcome that matters for today's organizations (Sonnentag, 2015). Previous research highlights the role of managers in encouraging employees to fulfill their needs at work and achieve positive outcomes through job crafting (Bruning & Campion, 2019; Bindl et al., 2019; Wang et al., 2016). Our temporal account of job crafting implies that to be able to support employees' job crafting (Deci et al., 1989; Gagné, 2003), and with a view to achieve positive outcomes for both employees and organizations, management will need to be aware of employees' levels of time management and urgency (i.e., the key moderators in our model). For example, our model suggests that offering staff training to enhance their time management will strengthen the benefits of promotion crafting for their well-being. Taken together, our model implies that by understanding the temporal characteristics of their staff, management will be better able to determine whether engaging in a given form of job crafting is likely to benefit their well-being, or whether another form may be more desirable and should, in this context, be encouraged by the organization.

Conclusion

In today's work environments, many employees are taking the initiative to craft jobs that align with their needs and preferences. In this paper, we developed a conceptual model of the role of time in job crafting, through the lens of individuals' temporal characteristics. Rather than viewing time as a methodological choice or medium for change, we proposed job crafting is enacted by individuals who think about time, manage and use time in different ways, as well as

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change over time. The conceptual model put forth in this paper illuminates how individual-level temporal characteristics may motivate employees' engagement in different forms of job crafting (i.e., promotion and prevention), and importantly influence the effects of job crafting for employee well-being. Overall, our paper provides a more comprehensive account of job crafting and stimulates new lines of inquiry on the role of time in organization management.

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For Peer Review

Table 1. Short- and Long-Term Effects of Promotion Crafting

Short-Term Effects[1]	Sample Study	Long-Term Effects[1]	Sample Study
Autonomy (+)	Demerouti et al. (2015)	Adaptivity to organizational change (+)	Petrou et al. (2018)
Counterproductive work behavior[2] (+)	Demerouti et al. (2015)	Burnout (-)	Nielsen and Abildgaard (2012)
Demands-abilities fit (+)	Lu et al. (2014)	Exhaustion (-)	Petrou et al. (2015)
Employability (+)	Akkermans and Tims (2017)	Intermittent regret[2] (qualitative study, but suggests +)	Berg, Grant, and Johsnon (2010)
Employee voice (+)	Rofcanin et al. (2019)	Job boredom (-)	Petrou et al. (2015)
Innovative work performance (+)	Bindl et al. (2019)	Job satisfaction (+)	Nielsen and Abildgaard (2012)
Job satisfaction (+)	Tims, Bakker, & Derks (2013)	Task performance[2] (+ or n.s.)	Petrou et al. (2015)
Needs satisfaction (+)	Bakker and Oerlemans (2019)	Work engagement[2] (+ or n.s.)	Harju et al. (2016)
Needs-supplies fit (+)	Lu et al. (2014)		
Psychological capital (+)	Vogt et al. (2016)		
Service-oriented task performance (+)	Hulfshof et al. (2020)		
Task performance (+)	Demerouti et al. (2015)		
Voice (+)	Rofcanin et al. (2019)		
Work engagement (+)	Tims et al. (2015)		
Work-home interference[2] (+)	Akkermans and Tims (2017)		
Work-life enrichment (+)	Akkermans and Tims (2017)		
Work performance (+)	Rofcanin et al. (2019)		
Work meaningfulness (+)	Hulshof et al. (2020)		

[1] Based on how scholars conceptualize "short-term" and "long-term" effects in the job crafting literature (e.g., see Harju et al., 2016; Petrou et al., 2015; Vogt et al., 2016), we use the term "short-term" to reflect effects of promotion crafting appearing within six months, and "long-term" to reflect those effects appearing at or beyond six months.

[2] Indicates findings that are inconsistent with the general pattern of results for promotion crafting (i.e.., evidence of detrimental or non-significant effects of promotion crafting, rather than beneficial effects).

For Peer Review

Table 2. Short- and Long-Term Effects of Prevention Crafting

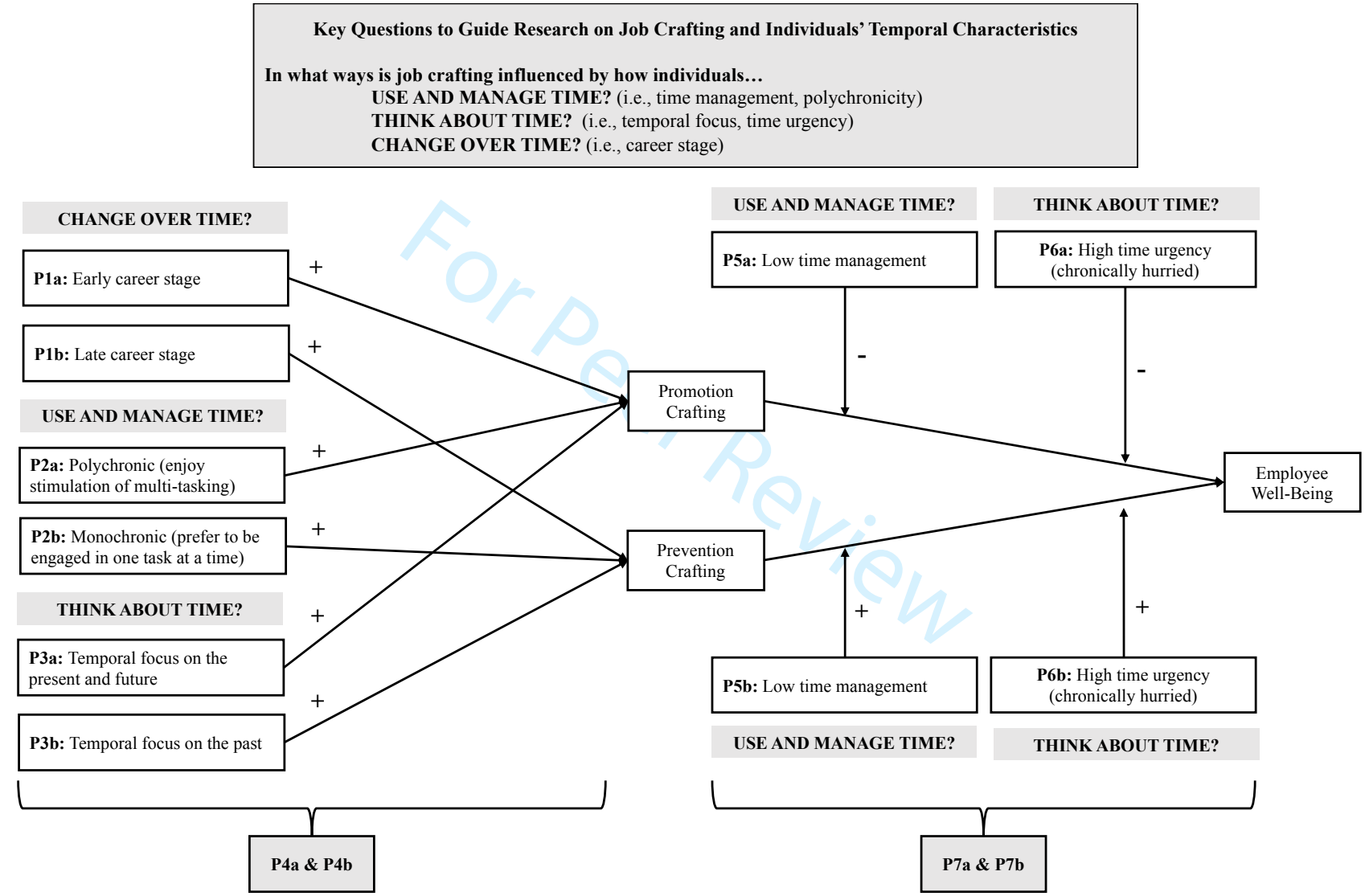
Short-Term Effects[1]	Sample Study	Long-Term Effects[1]	Sample Study
Altruism (-)	Demerouti et al. (2015)	Burnout[2] (*n.s.*)	Nielsen and Abildgaard (2012)
Energy depletion (+)	Bakker and Oerlemans (2019)	Exhaustion (+)	Petrou et al. (2015)
Exhaustion (+)	Demerouti et al. (2015)	Job satisfaction[2] (*n.s.*)	Nielsen and Abildgaard (2012)
In-role performance (-)	Tims et al. (2015)	Ability to manage high work intensity during a merger[2] (qualitative study, but suggests +)	Kira et al. (2012)
Innovative work performance[2] (+)	Bindl et al. (2019)	Task performance[2] (*n.s.*)	Petrou et al. (2015)
Needs satisfaction[2] (n.s.)	Bakker and Oerlemans (2019)	Work engagement[2] (- or *n.s.)*	Nielsen and Abildgaard (2012); Petrou et al. (2018)
OCB-I[2] (*n.s.*)	Tims et al. (2015)		
Task performance (-)	Hulfshof et al. (2020)		
Work engagement[2] (- or *n.s.*)	Petrou et al. (2012); Tims et al., (2015b)		
Work performance (-)	Rofcanin et al. (2019)		
Voice (-)	Rofcanin et al. (2019)		

[1] Based on how scholars conceptualize "short-term" and "long-term" effects in the job crafting literature (e.g., see Harju et al., 2016; Petrou et al., 2015; Vogt et al., 2016), we use the term "short-term" to reflect effects of prevention crafting appearing within six months, and "long-term" to reflect those effects appearing at or beyond six months.

[2] Indicates findings that are inconsistent with the general pattern of results for prevention crafting (i.e.., evidence of beneficial or non-significant effects of prevention crafting, rather than detrimental effects).

For Peer Review

Figure 1. Conceptual Model of Job Crafting and Individuals' Temporal Characteristics



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