Towards a perfect person-organizational fit

MASTER THESIS

The influence of HPWPs on the person-organizational fit and the moderating effect of job crafting in this relationship

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Content

Abstract

In this study, it is examined whether organizational resources in the form of high performance work practices (HPWPs) are related to the match between a person and the organization they work for (P-O fit). Subsequently it is assessed if this relationship is moderated by job crafting. Job crafting is analyzed as a possible enhancer, based on the Conservation of Resources (COR) theory in which employees show to be crucial actors with regards to resources. In this theory, job crafting reflects an approach in which employees constantly generate and reinvest resources. Results from a sample of 164 employees support the direct relation between the HPWPs and the P-O fit. All types of job crafting - increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands - had no moderating effect on the relationship between HPWPs and the P-O fit. Nonetheless, three types of job crafting (increasing structural job resources, increasing challenging job demands, and decreasing hindering job demands) were directly related to a better experience of the P-O fit from an employee' perspective. An additional analysis showed that a wide range of HPWPs in a company lead to greater deployment of job crafting. The findings thus show that job crafting does not have a moderating role, but act as a mediator in the relationship between HPWPs - P-O fit. This relationship is strengthened via job crafting when employees actively craft their job.

Preface

This research is the last proof of proficiency for the Radboud University, Nijmegen's Master of Science (MSc) in Business Administration (SHRL). Because various people have been of great help and support throughout this master thesis, I would like to use this opportunity to thank everyone who has contributed to the success of my master's degree program. Marloes van Engen deserves special recognition for her unwavering support, insightful advice, and constructive criticism on increasing the quality of this final research work. Karen Pak, my other supervisor, deserves recognition for her assistance with the composition in the first part of my thesis. I would also like to thank Rawan Ghazzawi, my second assessor, for her time and expertise, and providing me with a critical opinion on this master thesis. In addition, I want to convey my gratefulness to my fellow students for making my time at Radboud University enjoyable. Last but not least, I would like to express my thanks and appreciation to my family and friends for their continuous support and encouragement throughout my master's degree. I genuinely hope you all enjoy reading this thesis!

Jasper Jansen,

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Introduction

Organizations and individuals are operating in a dynamic and changing environment, emphasizing the necessity of adaptability, innovation, and flexibility (Le Blanc et al., 2017). On top of that, the pandemic due to COVID-19 arguably had a profound impact on work as work structures. Methods were drastically altered, because of lockdown measures, increasing the complexity of work (Irfan & Qadeer, 2020). Employees faced significant hurdles in their job and duties, but it has also opened the door to opportunities in new, adapted or improved ways of working. These opportunities are worth learning about and comprehending since they can help firms plan their future actions (Hamouche, 2021) to be better equipped around possible future opportunities and challenges. Because of the fast-paced changes in society and the workplace, organizations focus more on being proactive in order to deploy their employees (Parker & Bindl, 2016).

HR practices affect employees through influencing their behavior and attitudes (Huselid, 1995; Luna-Arocas & Camps, 2008). More specifically, high performance work practices (HPWPs), bundles of specific HR practices, emphasizes the role of people in improving company performance or perhaps gaining organizational success (Boselie, 2014). These HPWPs are centered on growing employees' dedication to the company, establishing a long-term relationship with them, and boost their fit with the organization (Castanheira & Chambel, 2010). This fit between the employee and the organization is called the person-organizational fit (P-O fit). The P-O fit occurs when employees' values and priorities align with those of their employer (Grobler, 2016). Employees are happier as a result, and are more likely to commit themselves to the organization (Ostroff et al., 2005). HPWPs are frequently deployed in firms to provide synergistic advantages for both the organization and employee (Evans & Davis, 2005). Employees' (positive) perception of a supportive organizational setting in which HPWPs are present, can potentially have a beneficial impact on the P-O fit.

Meijerink and colleagues (2020) believe that employees should be regarded as active players in the organization since they are the receivers and so users of HR practices. An emerging topic related to this, and the changing way of thinking about work is 'job crafting'. In job crafting employees have the opportunity to pro-actively employ their professions, challenging the old assumption that employees passively carry out tasks prescribed by supervisors (Grant & Parker, 2009; Wrzesniewski & Dutton, 2001). According to Le Blanc et al. (2017), job crafting can help employees deal with the challenges that they experience in their jobs to help them perform optimally. Job crafting can be used to encourage employees to make changes to their work environment (Demerouti et al., 2017) to better match the requirements of their organization. As a consequence, utilization of job crafting will not only enhance employee job performance (Demerouti et al., 2015) but also potentially the P-O fit and so be advantageous for both the employee and the organizations they work for.

Nevertheless, there is a scarcity of studies on job crafting as a moderator (Rudolph et al., 2017). It is also unclear how job crafting can influence HR policies and practices. Although job crafting is often initiated by employees and not formally executed by the organization, Li and colleagues (2021) suggest that job crafting can help encouraging the use of HR practices. It is likely that job crafting influences the effect and use of HPWPs (e.g. the amount of choice employees have in their willingness to use HPWPs, specific needs and timing (Guan & Frenkel, 2018). When employees perceive a strong context of HPWPs with ample job resources, a causal chain is set in motion that allows for job crafting, resulting in improved in-role and extra-role performance (Guan & Frenkel, 2018) and increased use of HPWPs. Hence, the use of job crafting is critical to reaping the benefits of HPWPs. A context where job crafting is applicable provides employees with relevant job resources that facilitate them (Guan & Frenkel, 2018). Job crafting can activate and so encourage the use of HPWPs aligned to the P-O fit. This way, implementing HR policy changes can become a successful transformational experience (Petrou et al., 2015). It is important to investigate in depth if HPWPs can lead toward a better P-O fit and what forms of job crafting influence this relationship. Employees are, for example, more aware of training and development resources and opportunities in the organization if HPWPs are distinct and comprehensible (Bednall et al., 2014). They are more likely to learn and develop their abilities and skills, allowing them to be more effective at work and participate in more complicated and difficult tasks (Guan & Frenkel, 2018). As a result, they are potentially more inclined to make better use of HR resources in order to improve the P-O fit. Given the weakening of employees' attachment to organizations (Spreitzer et al., 2012) it is imperative that future research focus on the function of meaningful input from employee perspective.

For businesses it is critical to acknowledge that an individual employee is the person who understands his/her job and tasks the best and can spot possibilities for deployment and improvement so that person matches well with the organization (Demerouti & Bakker, 2011). A theory that conceptualizes employees as crucial actors is the Conservation of Resources (COR) theory. The main idea of the COR theory is that resources are highly valued, and that resource increases contribution to positive emotional, physical, and behavioral outcomes (Hobfoll, 2001). This study investigates from an employee perspective how organizational resources (HPWPs) can be deployed to be favorable for both employee and employer. The purpose of this study is to include employees' active participation (job crafting) in the equation when explaining how HPWPs influence how employees fit with the firm (P-O fit). In response to this, it is investigated whether job crafting can moderate the relationship between HPWPs and the P-O fit. Although job crafting is a phenomenon mainly focused on the individual, it is stated above that that job crafting can potentially play an important role at the organizational level and therefore should be investigated more extensively. The associated research question is:

“ To what extent are high performance work practices offered by the organization related to the person-organizational fit and to what extent does job crafting moderate this relationship?”

This research contributes scientifically in two ways. The first aim of this study is to examine to what extent HPWPs are associated with the P-O fit. Previous studies mainly focus on ‘’loose’ HR practices (Boselie, 2014). In contrast, few studies have been conducted on how bundles of (high performance) practices can influence the match between an employee and organization in the form of a good P-O fit. The second purpose of this research is to see if four different types of job crafting can help to moderate the relationship between HPWPs and the P-O fit. As a result, the research will also contribute to the understanding of how organizations may facilitate and encourage job crafting. HR practitioners can receive concrete recommendations on how to encourage and fully utilize HPWPs when people are able to reform their jobs, via job crafting (Demerouti, 2014) to obtain a better P-O fit. The aspiration is to create directions for future practice in a changed work-environment where employees choose to engage the dimensions of flexibility to craft a job that meets their own expectations and needs as well as the expectations and needs of organizations. If an individual focuses on development and new competencies, they will appear more attractive and valuable to their organization, and will be able to build a better match with their employer as result (Rapuano, 2020).

Theoretical framework

HIGH PERFORMANCE WORK PRACTICES

A well-designed workplace can increase employee happiness and lay the foundation for thriving, which happens when people conquer and learn from issues at work (Strümpfer, 2006). Employers should ensure that career development activities of employees are aligned with the organizational goals in order to play their role in an efficient way (Boxall & Purcell, 2011). Employees who have adequate job resources will feel effective, valuable to the organization, and enthusiastic about their future, and will thus remain interested in their work (Xhantopoulou et al., 2007). Given our interest in the P-O fit as an outcome variable, this study focuses on the high-performance work system which has been shown to be effective in relationship with organizational outcomes (Hauff et al., 2014; Boselie, 2014). To create an HPWS (high performance work system), there are five major HPWPs that can be used (Boselie, 2014). These five HPWPS are well-known for exemplifying the high-performance strategy (Boselie, 2014): selective recruitment and selection, extensive training and development, performance appraisal, rewards, and employee involvement (Boon et al., 2011; Lepak & Snell, 2002; Boselie, 2010). Employees ideally perceive the presence of high-performance work practices (from now on: HPWPs) as a signal to them that the employer is prepared to invest in satisfying their needs and establishing a long-term relationship with them in order for such practices to have an impact on their work attitudes (Hu et al., 2022; Kehoe & Wright, 2013). By offering HPWPs, employers (attempt to) accomplish this through fostering long-term, trustworthy connections with employees and demonstrating to them how important they are for the company (Meijerink et al., 2020). As a result, workers are more willing to respond towards HPWPs (Meijerink et al., 2020).

Several studies have provided statements that workers' job attitudes are more significantly influenced by employees' views of the provision of work practices than by the assumptions of work practices from a managerial perspective (Den Hartog et al., 2013). Other research demonstrates that HPWPs can assist firms increase employee engagement (Farndale et al., 2011) and bonding when there is enough knowledge about employees' views and behaviors toward the company (Liao et al., 2009). Considering that HPWPs are a reinforced form of HR practices, the relationship with organizational outcomes can be beneficial (Boselie, 2014). To explore this more substantively, the next section examines a not yet explored relationship of HPWPs, namely the relation with the P-O fit.

PERSON-ORGANIZATIONAL FIT

One of the most researched subjects in the disciplines of organizational behavior is the person-organizational fit (Bright, 2008). The P-O fit can be defined as "the congruence between the norms and values of organizations and the values of persons" (Chatman, 1989, p. 339). More specifically, Kristof (1996, p. 4) defines P-O fit as "the compatibility between people and organizations that occurs when: (a) at least one entity provides what the other needs or (b) they share similar fundamental characteristics or (c) both". An employee's personal values, career ambitions, and future plans need to converge with the corporate culture and the requirements of his or her job in order to build and improve perceived fit between the organization and the employee (Grobler, 2016).

Grobler (2016) came up with a theory in which there are three central perceptions of the P-O fit: indirect- fit, direct fit, and person-job fit. The definition of 'fit' is this study is comparable to this threefold since it evaluates the level of alignment of organizational and employee beliefs in reaching the desired employee outcomes. Indirect fit occurs when "employees believe that their values match an organization's values and the values of other employees in the organisation, they should feel involved with the broader mission of the organisation" (Cable & DeRue, 2002, p. 876). The apparent congruence between the benefits individuals receive for their services and contributions is known as the direct fit. Direct fit can mean that an employee possesses a skill set that a business requires, or that an organization provides the rewards that an individual desires (Cable & Edwards (2004).
The person-job fit, according to Kristof-Brown et al. (2005), is when an employee's knowledge, skills, and talents are appropriate for the work.

The COR theory developed by Hobfoll (2001) can help to explain how HPWPs are related to the P-O fit. In the HR field, this theory is commonly used (Scherer et al., 2016). COR's core concept is that resources are highly valued, with resource gains contributing to favorable psychological, physical, and behavioral results. Stressors, on the other hand, are seen negatively since they deplete resources, potentially leading to bad effects (Hobfoll, 2001). The worth of resources differs personally and is influenced by employees' own experiences and circumstances. Following this, organizations employ formal and informal processes to find employees who share their beliefs and aims.

HPWPs are said to have an impact and are an influential factor that support in the match between employees and their organizations (Mostafa & Gould-Williams, 2014; Swider et al., 2015; Mostafa, 2016). Selection, rewards, promotion, training and involvement are all HPWPs that convey corporate expectations to personnel, resulting in a better P-O fit (Boon et al., 2011).

In the Netherlands, Boon et al., (2011) examined the association between a set of complementing HR practices and the P-O fit. They reported that employee views of HR practices were positively associated with the P-O fit. By putting a package of HPWPs to the test on the P-O fit, this study takes a similar technique. Therefore, it is assumed that a wide range/selection of HPWPs might drive employees to be involved in their work more, because putting effort into their employment allows them to exploit the resources supplied to avoid losing their job (Meijerink et al., 2020) On this premise, it is proposed that when employees perceive HPWPs as an organizational resource that motivates them to devote energy into their work, the P-O fit increases (Bal & De Lange, 2015; Boon & Kalshoven, 2014). On the basis of both the COR-theory and the existing studies mentioned above, the upcoming hypothesis will be examined:

H1*: High Performance Work Practices are positively related to the Person-Organizational fit.*

JOB CRAFTING

In this study, job crafting is examined as a enhancing component because it reflects a resource-building approach used by employees to experimentally expose the COR theory premise that employees constantly generate and reinvest resources (Meijerink et al.,2020), and so explain how perceived HPWPs relate to the P-O fit. Self-initiated change behaviors that employees engage in with the goal of aligning their occupations with their own preferences and goals, have been termed as job crafting (Wrzesniewski & Dutton, 2001). Job crafting has the ability to have an impact on individual and organizational performance since it impacts which activities are completed, how individuals do them, and the interpersonal dynamics of the workplace (Berg et al., 2010). Employees are more engaged when they build their own job resources and severe task demands (Tims et al., 2015).

One of the most common used works to operationalize job crafting is the Job Demands-Resources model of Bakker and Demerouti (2007). It is operationalized using specified job characteristics: job demands and job resources. All elements of a job that involve continuous physical and/or psychological effort or abilities are referred to as job demands (Tims et al., 2012). Job resources are those parts of a job that are functional in attaining work goals, lowering job demands, and encouraging personal growth and development (Bakker & Demerouti, 2007). Employees are more likely to be driven to develop and reinvest a large pool of job resources, according to COR theory, because it helps them avoid stress (Hobfoll, 2001b). Tims et al. (2012) defined job crafting in terms of the JD-R model in order to utilize it to guide job crafting research.

An employee can craft aspects of their work in four ways according to the JDR-model: (1) increasing structural job resources (2) increasing social job resources (3) increasing challenging job demands and (4) reducing job demands that are a hindrance. Although job crafting entails employees' engaged and self-initiated behavior to alter their jobs from bottom up, studies have stated that employees proactivity can influenced top-down, contextual or organizational mechanisms (Albrecht et al., 2015). This study proposes that job crafting influences the relationship of HPWPs with the P-O fit. This will be discussed further in detail.

Increasing structural and social job resources

Job resources play a significant role in predicting favorable outcomes (Bakker et al., 2005). The first form of job crafting involves boosting structural job resources, such as variety, development opportunities, and autonomy (Tims et al., 2012). Increasing structural job resources in terms of increasing responsibility within the job and/or knowledge about the job has an impact on the job design (Tims et al., 2012). Increasing social job resources, which is more relevant to creating resources in the social part of a profession (e.g. asking for inspiration, coaching and interaction in the form of feedback), is the second dimension of job crafting (Tims et al., 2012).

According to COR theory, the more resources a person has, the more proactive behavior he/she will participate in to prevent resource loss and maximize resource gain (Hobfoll et al., 2018). These resources enable employees to remain proactive and to think more innovatively about their work environment (Bindl & Parker, 2010) and offered HPWPs, thereby combining job resources and organizational resources to craft their work for optimal performance. For example, when employees have intrinsic motivation, capabilities and opportunities, it suggests to them that they could really succeed in improving their skills (Meijerink et al., 2020). If these personal resources are present it is expected that employees will make more use of training courses or workshops (e.g.), and have higher involvement and participation (Boon et al., 2011) to work more structurally on their development. In terms of social job resources, it is said that being able to properly assess offered performance management tools depends on feedback from peers and supervisors (Gordon et al., 2015), implying that employees who actively use social work tools (i.e. coaching supervisors or advice from peers) better understand formative performance management practices and indirectly have a more positive view of the offered HPWPs. Subsequent it is possible to successfully use HPWPs if employees have the personal resources (Tims et al., 2012) to then be actually able to insert HPWPs. Based on the findings in the studies mentioned above and the COR theory, it is expected that an increase in actively employing structural and social job resources contribute to a more proactive utilization of HPWPs offered by the organization, which simultaneously leads to positive consequences in the person-organizational fit. Therefore, the following is expected:

***H2A**: Increasing structural job resources moderate the association of HPWPs in such a way that when workers actively employ this type of job crafting, the association between HPWPs and person-organizational fit will be higher.*

***H2B**: Increasing social job resources moderates the association of HPWPs in such a way that when workers actively employ this type of job crafting, the association between HPWPs and the person-organizational fit will be higher.*

Increasing challenging job demands

The third form of job crafting is increasing challenging job demands. This type of job crafting demonstrates the value of requiring job demands in terms of an employees' level of work motivation (Tims et al., 2012). Demands are not necessarily negative for employees because some demands can lead to higher effort on the part of the employee, which then leads to positive outcomes (e.g. when a challenging goal is met)(Bakker, 2018; Tims et al., 2016). Employees can be motivated to improve their skills and knowledge as a result of challenging demands. People begin to participate in new projects, which is a common example of this type of job crafting (Akkermans & Tims, 2017).

Esteves & Lopez (2017), found that increasing challenging task demands can be a means of expanding one's personal resource base. Thus, actively seeking new opportunities may lead to a more proactive utilization of HPWPs. Employees, according to COR theory (Hobfoll, 2001), who actively engage in increasing challenging task demands, for example, consciously engaging in new work or projects or taking on additional tasks, are more willing to try new things around the presence of organizational-level resources (HPWPs) (Meijerink et al., 2020). Examples include attending specific skills training, revising existing processes or systems (linked with job crafting: taking on new projects) or gaining new knowledge for future work (linked with job crafting: taking on additional tasks). It therefore is expected that employees who productively take on heavier job demands are more likely to proactively use the HPWPs offered by the organization. On the other hand, it can be argued that employees who, independently, proactively increase their (challenging) job demands are less exposed to HPWPs (Meijerink et al., 2020). Thereby, when high demands are actively met and rewarded (LePine et al., 2005) by the organization (e.g., fair compensation and rewards), it may be that individually increasing high task demands would (indirectly) lead to a better P-O fit. Based on the before mentioned studies and the COR-theory it is plausible that an increase in actively employing challenging job demands could help to a more proactive utilization of HPWPs offered by the organization, which simultaneously lead to positive consequences in the P-O fit. Therefore, the following is expected:

***H2C:** Increasing challenging job demands moderates the association of HPWPs in such a way that when employees actively employ of this type of job crafting, the association between HPWPs and the person-organizational fit will be higher.*

Decreasing hindering job demands

The fourth and last type of job crafting involves decreasing job demands that are causing problems. It means that employees take proactive steps to reduce the burdensome job expectations they perceive (Tims et al., 2012). When employees are subjected to these hindering demands for an extended period of time, they become job stressors, which might result in a (possible) loss of personal resources (Bakker & Demerouti, 2007). Obstructing job demands can have negative consequences, which may motivate individuals to lessen them proactively (Tims et al., 2012). In the COR theory, stressors are a sort of demand that plays a role (Hobfoll & Shirom, 1993). Most employees have a variety of tasks and responsibilities. Role stresses, such as role ambiguity and workload, are pressures that arise from the employee's many job requirements or duties (Alarcon et al., 2011).

Some researchers state that the reduction of hindrance job demands may reduce the possibility of employees' reinvestment and maintenance of resources (Meijerink et al., 2020). Job crafters may attempt to alter their job demands by reducing demands (e.g., limiting mentally intensive work). Workplace hindrance expectations can be interpreted as undue strain (Petrou et al., 2012). As a result, reducing the hindering job demands could be a method for restoring organizational balance. Tims et al. (2015) found that proactively reducing hindering job demands affects not just personal job experiences, but also the qualities and well-being on a larger organizational level.
Demerouti et al. (2014) argue that when individuals lack resources, as in experiencing high levels of hindering job demands makes it difficult for them to investment in optimizing organizational resources, such as attending training. Employees have the option of reducing hindering job demands in order to gain more resources rather than refraining from reinvesting resources (Luu, 2019). They can lessen (emotional) task demands by discussing realistic expectations with supervisors and coworkers ahead of time, and they can plan ahead of time how to successfully manage problems (even through minimal interactions with them). Employees can lessen their concentration on a task and handle it more efficiently by using ideas and experiences given by supervisors and colleagues (Luu, 2019). To put it another way, proactively reducing hindering job demands allows workers to not only reinvest, but also enhance their resources (i.e., more space to devote to the time and opportunities offered by the organization's HPWPs). The possible result is the achievement of organizational and personal goals without too much effort and while remaining healthy (Tims et al., 2010). In a summary, reducing hindering job demands can potentially contribute to a more proactive utilization of HPWPs because this form of job crafting allows more room for personal fulfillment. This simultaneously can lead to positive consequences in the person-organizational fit. Therefore, the hypothesis is:

***H2D**: Decreasing hindering job demands moderates the association of HPWPs in such a way that when workers actively employ this type of job crafting, the association between HPWPs and the person-organizational fit will be higher.*

Taken together, the whole picture is consistent with COR theory, because job crafting increases employees' motivation to safeguard their personal resources by reinvesting them by being powerful, dedicated, and assimilated at work (Meijerink et al., 2020). Kristof (1996) states that the P-O fit appears when an organization satisfies employees' needs, desires and/or preferences. When employees notice the presence of HPWPs, however, they do not always instantly experience an activating frame of mind or invest personal energy, because the latter indicates an organizational resource rather than a personal energy (Schaufeli & Bakker, 2004). Instead, in order to have a high 'level' of P-O fit, people should be active in terms of spending their personal energy and resources. Employee activities are represented in job crafting, in which employees devote time and effort to changing job demands and resources (Meijerink et al., 2020). Job crafting are partially blank canvases on which employees can adjust the content of their occupations in order for job meaning and identity to flourish in a job crafting framework (Luu, 2019). Subsequently it can be argued that it is important for employees to see that their employer, from an HR perspective, also provides space for resources (Hu et al., 2022). HPWPs therefore are expected to match better with the P-O fit when employees actively employ job crafting. As a result, through the moderating influence of job crafting, the prediction is that HPWPs connect (indirectly) to a better P-O fit. Figure 1 shows the conceptual model.

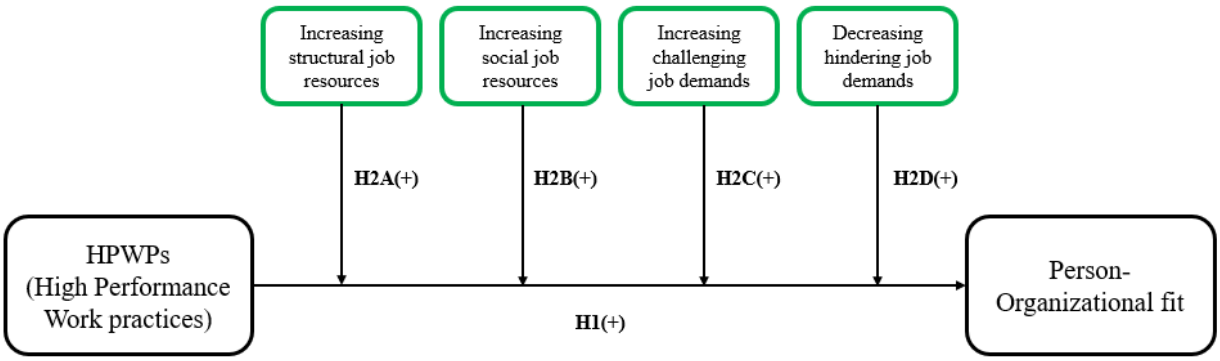


Figure 1: Proposed research model

Methodology

Research design

The goal of this quantitative study is to determine the impact of various types of job crafting on the relationship between HPWPs and the P-O fit. A quantitative study allows to make statements about relationships between a limited number of variables with some certainty which allows you to generalize about this relationship within a given population (Field, 2018). The benefit of a quantitative survey study like this is that the results are reliable when analyzed attentively (Choy, 2014). The quantitative data was collected via an online questionnaire (Appendix 1). Convenience sampling was employed to collect as many responses as feasible by reaching out to the researcher's personal contacts (e.g. family and friends) using social media platforms such as LinkedIn, Facebook, and WhatsApp. Data was gathered through the (online) questionnaire wherein privacy was assured. Qualtrics, an open-source program, was used to collect data via surveys in a user-friendly (well-organized, step-by-step direction, clear interfaces) manner. Furthermore, the questionnaire featured a structure that stated its aim as well as the estimated time it would take to complete the questionnaire, which was around 5-10 minutes. People were able to leave their email address at the end of the questionnaire in order to receive a report with the outcomes after the research was concluded. The data gathering period was about two weeks long. A reminder was issued after seven days. The questionnaire was created with the thought of putting responders at ease. This was accomplished by defining the research's goal, confirming the respondent's anonymity, and beginning the questionnaire with the simplest questions.

Participants

The data is collected among workers in the Dutch context. As this research is based on the perception of employees, the unit of analysis was ‘the employee’. In this way it can be consistently assessed whether there is a match between the employee and the organization and, in addition, to what extent the organization offers HPWPs. People from this ‘broad’ target group were chosen for the convenience sampling technique based on practical criteria such as availability at the specified time and ease of accessible (Etikan et al., 2016). This sample approach was also chosen because it was inexpensive, effective, and straightforward to execute (Jager et al., 2017). The minimum requirement in terms of respondent numbers was 100. The survey received responses from a total of 179 people. A total of 164 respondents were included in the study after filtering for double-listed participants and missing values. The number of working hours per week ranged from 8 to 60, with an average of 34.3 (SD =9,4) hours each week. The age number ranged from 18-64, with an average of 37.1 (SD =13.1). The majority of them were male (110, N =164). The average tenure was 7,7 years (SD =9,0). The most common size of the organization was 200+ employees and the most common educational level was HBO. The sample's statistics are presented in table 1.

Table 1. ***Demographic characteristics***

Variables	Mean	SD	Range
Tenure	7,691	9,0436	0,5 – 35
Working hours	34,3	9,379	08-60

Variables	Categories	Frequencies	Per cent
Gender	Male	110	67,1
	Female	54	32,9
Age	18-24 years	42	25,6
	25-34 years	40	24,4
	35-44 years	24	14,6
	45-54 years	44	26,8
	55-64 years	14	8,5
Level of education	High school degree	8	4,9
	Vocational education	41	25
	University of applied sciences	79	48,2
	University	34	20,7
	PHD	1	0,6
	Other	1	0,6
Size of the organization	0-10	20	12,2
	11-50	35	21,3
	51-100	12	7,3
	101-200	20	12,2
	200+	**77**	47

Measurement instruments

Several verified scales were used to operationalize the research principles that were mentioned in the theoretical framework. All items were translated into Dutch because the data was collected among Dutch participants. All of the items that were used were based on these verified scales. An exploratory factor analysis was performed on the HPWPs, job crafting, and P-O fit scales in this research, to determine construct validity. This signifies that the structure of the correlations between each scale's items was investigated (Hair et al., 2015). The scales were assessed using the Kaiser-Meyer-Olkin (KMO) sampling adequacy measure (> 0.5), Bartlett's Tests of Sphericity ($p < .05$), eigenvalue (> 1), explained variance (> 60%), and the scree plot (Field, 2018).

Furthermore, a reliability analysis was carried out utilizing Cronbach's Alpha (> 0.7) as a criterion and metric (Field, 2018). Because the control variables are (binary) single item variables, they constitute an exception.

HPWPs: There are five key HPWPs that can be used to build an HPWS (high performance work system) (Boselie, 2014). These five HPWPS that exemplify the high-performance approach and are generally recognized (Boselie, 2014). When studying the link between HR practices and (employee or organizational) outcomes in the public and government sectors, these are the most commonly used bundles (e.g.; Boselie; 2014; Boon et al., 2011; Lepak & Snell, 2002). To operationalize the HPWPs, an abbreviated version of Boon's et al. (2011) scale based on the Lepak and Snell scale (2002) is used. This questionnaire corresponds to the HPWPs of Boselie (2014). Boon and colleagues (2011) used the Lepak and Snell (2002) scale to operationalize perceived HR practices among Dutch employees from over 300 firms, demonstrating that it is both reliable and valid. The items in this study are used to test employees' impressions of HPWPs. All items were rated on a five-point Likert scale, A five-point Likert scale is used, ranging from "strongly disagree" (1) to "strongly agree" (5). The respondents were asked to report how much they agreed with claims about the five HPWPs. In order not to make the questionnaire too extensive for respondents, a maximum of 4 items per HPWPs subject were chosen. The items chosen were based on those that had the highest factor loadings associated with the item. The categories within HPWPs are recruitment, training, performance, rewards and participation/autonomy. An example question: "Coaching that supports my development" (training and development). Each respondent's mean score on the HPWPs scale shows how employees assess the presence of HPWPs; the higher the score, the more HPWPs the respondent attended. For this study, it is primarily of interest to evaluate HPWPs as a system.

On this scale, the exploratory factor analysis revealed a KMO value of 0.86, which is higher than the needed 0.5, and Bartlett's Test of Sphericity was significant ($p < .001$). The communalities ranged from 0.48 to 0.74, which was substantially above the .20 threshold. The solution offered five components (due to the distinct subcategories) that explained 61.33 percent of the variation based on the eigenvalues and explained variance. Following that, a reliability analysis was performed. The Cronbach's alpha is based on the interconnection of the five components of HPWPs (since this research is focused on the overarching construct as measuring instrument). The reliability analysis is giving a Cronbach's alpha of.859, indicating strong dependability (Field, 2018).

P-O fit : The P-O fit measurement used in this study is based on nine items from Grobler's research (2016). The three dimensions (fit perceptions) that are measured are indirect fit (P-O fit as values congruence), direct fit (needs-supplies fit), and person-job fit (demands-abilities fit). The Likert scale is used, with responses ranging from "strongly disagree" (1) to "strongly agree" (5).

A high score implies a very high level of P-O fit on all three dimensions, whereas a low score shows a person who strongly believes there is a poor level of fit among him or her and the company (Grobler, 2016). An example question is: “The things that I value in life are similar to things that my organisation values” (Indirect fit). The exploratory factor analysis found a KMO of .838 , which is greater than the required 0.5, and Bartlett's Test of Sphericity was significant on this scale ($p < .001$). The communalities ranged from 0.57 to 0.73, which was significantly higher than the .20 limit. Based on the eigenvalues and explained variance, the solution presented two components that explained 66.35 percent of the variation. However, since the theory with a validated scale indicates a clear indication of three components, this is adhered to. I am aware, all though, that it does not exactly correlate to the original approved scale. A reliability analysis was then conducted, yielding a Cronbach's alpha of .858, suggesting high dependability (Field, 2018). The Cronbach’s alpha is based on a merging of the three parts of the P-O fit (since these three parts are also merged in the measuring instrument).

Job crafting: This study uses the version of Tims et al. (2012) measurement scale to operationalize work crafting. This questionnaire uses four subscales to operationalize the forms of job-crafting.: increasing structural job resources, increasing social job resources, increasing challenging job demands and decreasing hindering job demands. All items were rated on a five-point Likert scale, A five-point Likert scale is used, ranging from "strongly disagree" (1) to "strongly agree" (5). An example question is ‘I try to develop my capabilities (increasing structural job resources). As a result, each respondent's mean scores on each subscale indicated their level of job crafting; the greater the score, the more (this type of) job crafting this respondent performs.

A principal component analysis (PCA) was used in conjunction with an exploratory factor analysis (EFA). Varimax is the rotation method that is used. Based on the eigenvalues (> 1), the analysis revealed that the items load on six factors rather than four, as stated in the validated scale. The items were also separated into six categories by the explained variance (> 60%). There are four factors that can be derived from the scree plot. Furthermore, the Kaiser-Meyer-Oklin (KMO) test was >0.7 (0.73), indicating that Bartlett's Tests of Sphericity were significant ($p < .001$), indicating that the factor analysis was able to produce distinct and reliable factors from the items, and that the correlations between variables were significantly different from zero (Field, 2018). All of the values following extraction were greater than 0.20 (ranging from .455 to .886). Overall, I prefer to preserve the original scale and items because it is a proven scale, and several of the conditions described above still relate to four components. I am aware, however, that this outcome does not exactly correlate to the original approved scale.

Reliability analysis was carried out for each type of job crafting independently. First, increasing structural job resources has a Cronbach's Alpha of .746. The Cronbach's Alpha of increasing social job resources is .746. Next, increasing challenging job demands has a Cronbach's Alpha of .748. Lastly, decreasing hindering job demands has a Cronbach's Alpha of .766.
The values of the Cronbach's Alpha of the separate types of job crafting points to a good internal consistency of the subscales.

Control variables: The study includes six control variables to better understand the link between the primary variables. Previous research has shown that the demographic variables chronological age (in years) and gender have a significant relationship with outcome variables (Akkermans et al., 2016). Lyonette (2015), state that the number of working hours also has an impact on how employees balance their work and personal lives, and is thus linked to how well a person fits into a company. Tenure is associated with organizational outcomes, since more experienced employees have experienced the job market (Berg, 1999), and are more likely to be in jobs that match their expectations. A larger organization can mean that there are more resources and possibilities (i.e. HPWPs) available and can therefore influence a person-organizational fit as well. This item is ranged based on size, from 1 (0-10 employees, smallest) to 5 (200+ employees, largest). Higher educational levels, are also more likely to result in more positive employment outcomes (Gallie, 2011). Because better qualified employees may benefit more from the adoption of HPWPs (Harley et al., 2007), the highest educational degree earned is relevant. This last item was also measured on a scale ranging from 1, (high school degree, lowest) to 5 (PhD, highest) **Age was asked as a categorical variable in the questionnaire. As this is unjustifiable for the analysis, the median was taken per category in order to be able to assess the variable*.

Research Ethics

While conducting this study, several ethical factors were taken into account. All information submitted by the respondents was handled discreetly, as advised by Sekaran and Bougie (2016). The introduction section of the questionnaire was used to assure that the integrity is maintained so that the data handled carefully. Answers were kept anonymous and respondents were able to cancel their participation at any time. Furthermore, informed agreement was obtained from the respondents, since they were required to give permission for their responses to be used for academic reasons before they could complete the questionnaire. The participants were also not compelled to answer any questions they did not want to reply (Sekaran & Bougie, 2016). Finally, after data collection, all attempts were made to avoid misunderstanding or bias in gathering and analysing the database (Sekaran & Bougie, 2016). The researcher spent enough time analyzing and reporting the data to avoid misinterpretation or distortion. In addition, the researcher took breaks in between activities to ensure that he or she rested. To be able to carefully analyze the dataset, only minor and essential alterations have been done.

Analysis

SPSS was used to analyze all of the acquired data. The dataset was first prepared for analysis. Data was reviewed for missing values, outliers, and duplicates in particular. The option 'frequencies' in SPSS was used to screen for missing values and outliers (Hollenbaugh, 2016). Because the missing data for every variable was below the 10-15% norm, it could be discarded in most cases (Hollenbaugh, 2016). Furthermore, no outliers were discovered. Following the factor analysis, the regression analysis was carried out. The purpose of this study was to see if there was a link between HPWPs and the P-O fit. Furthermore, regression analysis was used to see if the different forms of job crafting have an effect on the relation between the HPWPs and the P-O fit.

As previously indicated, this study focused on the moderation effect (Field, 2013). The outcome, predictor, moderator, and covariate variables then were filled in after that. PROCESS standardizes all variables to make the summary of the findings easier and to eliminate multicollinearity and homoscedasticity, so this method was used (University of Twente, 2013). There are four different moderators in this study. As a result, the moderation analysis had to be repeated four times. First, the overall model's outcomes (Model Summary) had to be significant at an Alpha of 5% ($p < .05$) before the direct and moderation effects could be added in the interpretation, assuming they were significant at an Alpha of 5% ($p < .05$) (Field, 2018).

Results

Preliminary analysis

The means, standard deviations, and correlations of the six variables and six control variables in this study are shown in Table 2. Correlations that are significant and relevant for the aim of this study are described here. HPWPs are positively associated with the P-O fit ($r = .57$, $p < .01$), increasing structural job resources ($r = .39$, $p < .01$), increasing social job resources ($r = .40$, $p < .01$) and increasing challenging job demands ($r = .24$, $p < .01$) Next, the P-O fit is positively linked with increasing structural job resources ($r = .51$, $p < .01$), increasing social job resources ($r = .30$, $p < .01$) and increasing challenging job demands ($r = .43$, $p < .01$).

For the control variables, when there are more men, more HPWPs are reported ($r = -21$, $p < .01$). Also, the more men there are, the higher the employment of social job demands ($r = -.22$, $p < .01$). Additionally, age is negatively related to increasing social job demands as well ($r = -.25$, $p < .01$), and is also negatively related to decreasing hindering job demands ($r = -.16$, $p < .05$). This means the older an employee is, the less employment of increasing social job resources and less employment of decreasing hindering job demands were reported. Educational level is negatively related to decreasing hindering job demands ($r = -.17$, $p < .05$). This indicates the higher an employee is educated, the less employment of decreasing hindering job demands were noticed.

The larger the organization, the more HPWPs are detected (r = .29, p < .05). Furthermore, longer tenure is negatively associated with increasing social job demands (r = -.22, p < .05).). Lastly, the more work hours a week an employee work, the more HPWPs are reported (r = .28, p < .05), the higher the P-O fit (r = .24, p < .05), the higher the employment of increasing structural job resources (r = .25, p < .05), and the employment of increasing social job resources (r = .22, p < .05). Working more hours a week also means less reporting of decreasing hindering job demands (r = -.16, p < .05).

Table 2. *Mean, SD & correlations of significant variables and control variables*

Variables	M	SD	1	2	3	4	5	6	7	8	9	10	11
1. HPWPs	3,5	0,5											
2. P-O fit	3,8	0,6	**,571****										
3. JC (structural)	4,0	0,5	**,348****	**,514****									
4. JC (social)	3,4	0,7	**,401****	**,296****	**,250****								
5. JC (challenging)	3,6	0,6	**,236****	**,427****	**,560****	**,197***							
6. JC: (hindering)	2,9	0,7	0,139	-0,096	-0,037	**,190***	-0,128						
Control variables													
7. Gender			**-,210****	-0,049	-0,083	**-,223****	-0,131	-0,07					
8. Age	37,1	13,1	-0,066	0,038	-0,092	**-,255****	0,07	**-,164***	0,093				
9. Education level	3,9	0,9	-0,047	-0,127	0,083	0,035	0,045	**-,171***	-0,032	**-,265****			
10. Size organization	3,6	1,5	**,293****	0,049	0,006	0,055	-0,048	-0,05	-0,115	0,124	0,028		
11. Tenure	7,7	9,0	-0,019	0,017	-0,1	**-,221****	0,009	-0,136	0,096	**,634****	**-,363****	**,222****	
12. Work hours week	34,3	9,4	**,284****	**,239****	**,250****	0,144	,**214****	**-,160***	**-,496****	0,135	-0,045	0,098	0,024

*** p < 0.01 level (2-tailed); * p < .05; N = 164*

Regression analysis

The SPSS add-on macro PROCESS was used to test the hypotheses in this study, with model 1 being chosen due to the exploration of the moderator effect (Field, 2018). Tables 3 and 4 summarize the results of this moderation analysis. The control variables are included in all analyses. The first test was the test of the overall model. The adjusted R2 is the predictive measure accuracy of the overall model and is strong (.507). The overall model is significant (p < .01).

Hypothesis 1 predicted that HPWPs would have a positive association with the P-O fit. In Tables 3 and 4, this direct influence is examined. A significant effect was found (b = .51, p < .01) between HPWPs and the P-O fit. Therefore, Hypothesis 1 was confirmed.

Hypothesis 2A predicted that when employees actively employ increasing structural job resources at work, it will strengthen the association of HPWPs with the P-O fit.
As indicated, in Table 3 (Model 1), the direct effect of increasing structural job resources on the P-O fit was positive and significant (b = .32, p < .05), whereas the interaction term of increasing structural job resources and HPWPs was not significant (b = -.004, p = .97). As a result, hypothesis 2A was not confirmed.

Hypothesis 2B assumed that when employees actively employ increasing social job demands, it would strengthen the association of HPWPs with the P-O fit.
Table 3 (Model 2) indicates that the direct effect of increasing social job resources (b = .04, p = .52), as well as the interaction term (increasing social job resources x HPWPs; b = -.03, p = .68), are not significant. Hence, Hypothesis 2B was not confirmed.

Table 3
Results for moderation analysis with moderator increasing structural job resources and increasing social job resources

Outcome: P-O fit - model 1				Outcome: P-O fit – model 2			
Model summary	**R2**	**F**	***p***	**Model summary**	**R2**	**F**	***p***
	.507	11.591	.000		.508	11.604	.000
Predictor variable	***b***	**SE**	***p***	**Predictor variable**	***b***	**SE**	***p***
HPWPs	.514	.086	**.000**	HPWPs	.510	.087	**.000**
JC (structural)	.319	.100	**.002**	JC (social)	.044	.068	.516
HPWPs x JC (structural)	-.004	.123	.974	HPWPs x JC (social)	-.026	.092	.781
Gender	.101	.096	.296	Gender	.099	.096	.304
Age	.003	.004	.477	Age	.003	.004	.469
Level of education	-.108	.049	**.030**	Level of education	-.107	.049	**.031**
Size of organization	-.039	.027	.156	Size of organization	-.040	.027	.145
Tenure	-.002	.006	.659	Tenure	-.002	.006	.661
Hours work week	.009	.005	.874	Hours work week	.001	.005	.877
JC (social)	.048	.067	.480	JC (structural)	.322	.099	**.001**
JC (challenging)	.156	.077	**.045**	JC (challenging)	.157	.077	**.043**
JC (hindering)	-.147	.060	**.015**	JC (hindering)	-.147	.060	**.015**

N = 164

Hypothesis 2C proposed that when employees actively employ increasing challenging job demands the association of HPWPs with the P-O fit is strengthened. The results of the regression analysis are featured in Table 4, Model 3. This model shows that the direct effect of increasing challenging job demands (b = .15, p < .05) is positively significant. The interaction term (increasing challenging job demands x HPWPs; b = .008, p = .94), did not result in a significant change in explaining the variance in the P-O fit. Thus, Hypothesis 2C is not confirmed**.**

The last hypothesis (2D) expected that employees that actively employ decreasing hindering job demands strengthened the association of HPWPs with the P-O fit. Table 4 (Model 4) summarizes the scenario of the moderating effect of decreasing hindering job demands on the association of HPWPs with the P-O fit. In Model 4, the direct effect of decreasing hindering job demands (b = - .16, p < .05) is negative and significant. The interaction term (decreasing hindering job demands x HPWPs; b = .17, p = .09) however, is not significant. Therefore, hypothesis 2D is not confirmed.

The only control variable that is significant is level of education. This control variable is negatively significant in every model (1-4) (b = -.107, p < .05). All other control variables (gender, age, size of the organization, tenure, and weekly work hours) are not significant.

Table 4

Results for moderated analysis with moderator increasing challenging job demands and decreasing hindering job demands

Outcome: P-O fit – model 3				Outcome: P-O fit – model 4			
Model summary	**R2**	**F**	***p***	**Model summary**	**R2**	**F**	***p***
	.507	11.592	.000		.518	12.093	.000
Predictor variable	***b***	**SE**	***p***	**Predictor variable**	***b***	**SE**	***p***
HPWPs	.514	.087	**.000**	HPWPs	.531	.086	**.000**
JC (challenging)	.155	.077	**.047**	JC (hindering)	-.160	.060	**.008**
HPWPs x JC (challenging)	.008	.106	.936	HPWPs x JC (hindering)	.170	.099	.087
Gender	.101	.096	.293	Gender	.079	.096	.415
Age	.003	.004	.477	Age	.003	.004	.398
Level of education	-.108	.045	**.031**	Level of education	-.098	.049	**.047**
Size of organization	-.039	.027	.155	Size of organization	-.040	.027	.140
Tenure	-.002	.006	.657	Tenure	-.002	.006	.693
Hours work week	.001	.005	.866	Hours work week	.000	.005	.946
JC (structural)	.320	.099	**.002**	JC (structural)	.324	.097	**.001**
JC (social)	.047	.067	.481	JC (social)	.055	.066	.406
JC: (hindering)	-.147	.060	**.016**	JC(challenging)	.134	.077	**.043**

N = 164

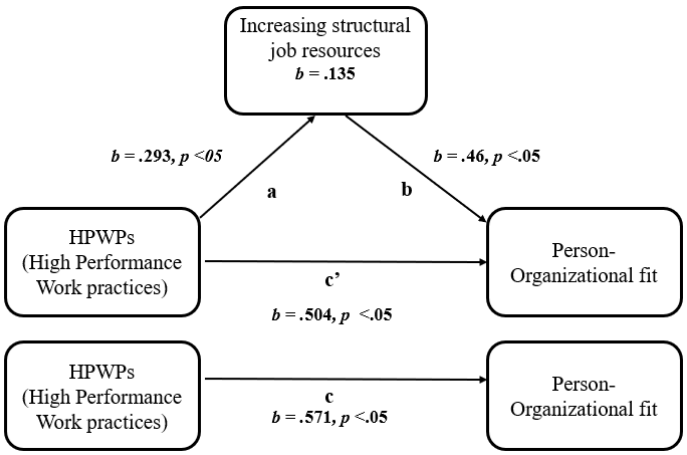
Additional analysis

The results above show that although there is a significant relationship between HPWPs and the P-O fit, the different types of job crafting do not have a significant contribution to this association. However, the analysis also show that the types of job crafting have a direct effect on the P-O fit (with the exception of increasing social job resources). To investigate whether job crafting play a role in a different way, a mediation analysis is performed in this section with the different types of job crafting as mediators. Model 5 up to model 8 shows to what extent job crafting has a mediating role. For each model a brief explanation is given. Model 9 indicates the mediating effect of job crafting when all types of job crafting are taken together.

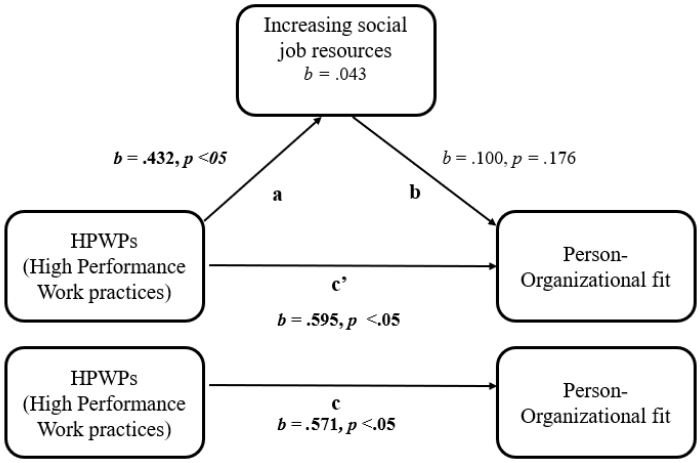
Model 5 shows that increasing structural job resources have a mediating role in the association between the HPWPs with the P-O fit. A significant effect was found (b = .135, p < .01), where the influence of HPWPs on increasing structural job resources is significantly positive (b = .293, p < .01), and the influence of increasing structural job resources on the P-O fit is significantly positive as well (b = .460, p < .01).

Model 6 reveals that increasing social job resources does not have a mediating role in the association between the HPWPs with the P-O fit. A significant effect was found (b = .043, p < .01), where the influence of HPWPs on increasing structural job resources is significantly positive (b = .432, p < .01), but the influence of increasing structural job resources on the P-O fit is not significant (b = .100, p < .176).

Model 5
Results for mediation analysis with mediator increasing structural job resources



Model 6
Results for mediation analysis with mediator increasing social job resources

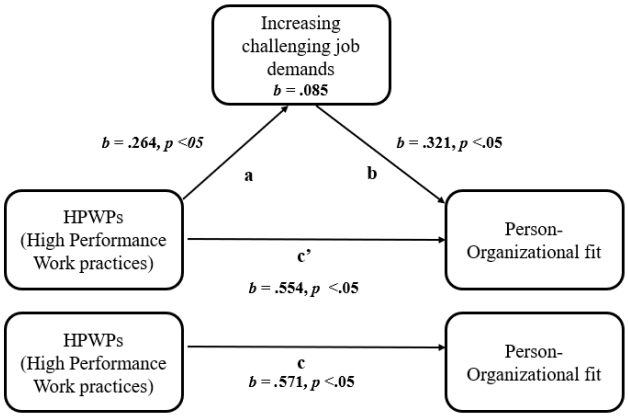


Model 7 demonstrates that increasing challenging job demands would have a mediating role in the association between the HPWPs with the P-O fit. A significant positive effect was found (b = .085, p < .01), where the influence of HPWPs on challenging job demands is significantly positive (b = .264, p < .01), and the influence of challenging job demands on the P-O fit is significantly positive as well (b = .321, p < .01).

Model 8 reveals that decreasing hindering job demands have a mediating role in the association between the HPWPs with the P-O fit. A significant negative effect was found (b = .-038, p < .01), where the influence of HPWPs on decreasing hindering job demands is significantly positive (b = .209, p < .01), and the influence of decreasing hindering job demands on the P-O fit is significantly positive as well (b = .-184, p < .01).

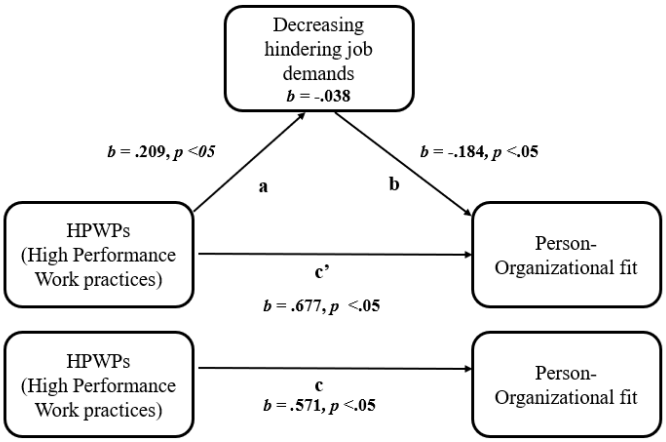
Model 7

Results for mediation analysis with mediator increasing challenging job demands



Model 8

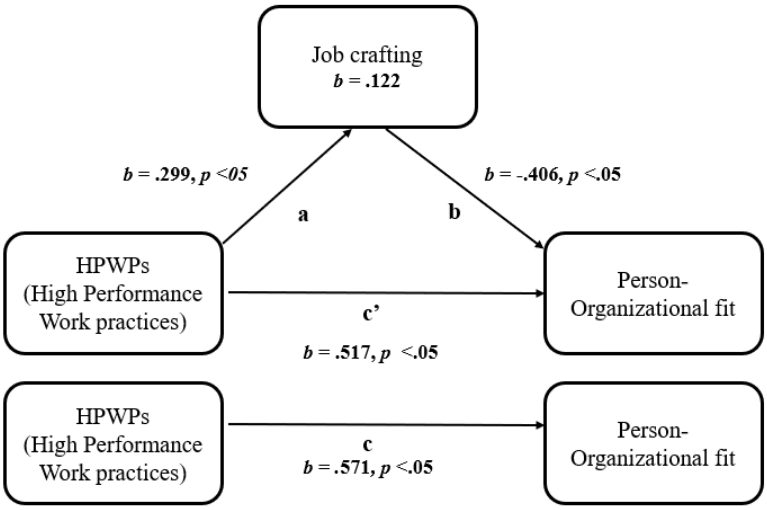
Results for mediation analysis with mediator decreasing hindering job demands



Lastly, model 9 shows that job crafting (overall) has a mediating role in the association between the HPWPs with the P-O fit. A significant effect was found (b = .122, p < .01), where the influence of HPWPs on job crafting is significantly positive (b = .299, p < .01), and the influence of job crafting on the P-O fit is significantly positive as well (b = .406, p < .01).

Model 9

Results for mediation analysis with mediator job crafting



Discussion and conclusion

Discussion

The main purpose of this research was to examine whether HPWPs improve the P-O fit and if the four types of job crafting (increasing structural and social job resources, increasing challenging job demands, and decreasing hindering job demands) strengthen the relationship between HPWPs and the P-O fit. It is argued that the presence of HPWPs conveys strong signals to employees that the organization appreciate and value them (Hu et al., 2022; Tang & Tang, 2012). Including job crafting was driven by the idea that employees should be considered as active participants in an organization since they are the receivers and so users of HR practices. Employees do not always immediately experience an energizing state of mind or commit personal energy when they observe the availability of HPWPs, because the HPWPs signals organizational resources rather than a personal energy source (Schaufeli & Bakker, 2004). Instead, individuals ought to be involved in the process of expending their personal resources (job crafting) in order to achieve a high 'level' of P-O fit. Job crafting illustrates employee activities, in which people commit time and effort to modifying job needs and resources (Meijerink et al., 2020). In a job crafting structure, employees can change the content of their occupations in order for employment purpose and identification to grow (Luu, 2019).
The following research question was investigated:

“ To what extent are high performance work practices offered by the organization related to the person-organizational fit and to what extent does job crafting moderate this relationship?”

In the first part of this thesis, evidence was found for a positive association of HPWPs with the P-O fit. Our results that HPWPs are related to the P-O fit is in accordance with previous research (Boon et al., 2011; Mostafa & Gould-Williams, 2014). Organizations may be able to boost the P-O fit by deploying HPWPs. Employees that have more possibilities regarding the utilization of HPWPs have better experiences. The aim of HPWPs is to impact employee attitudes and behaviors required by the organization (Boon, 2011). Employees therefore are more engaged in their work when a wide range/selection of HPWPs is available. HPWPs help employees to take advantage of the opportunities that an organization offers to continuously develop themselves (Meijerink et al., 2020) and match the organization. This research proves that HPWPs as an organizational resource (Bal & De Lange, 2015) leads to the P-O becoming more amplified when HPWPs are present in organizations.

The next step was to measure the reinforcing impact that the four forms of job crafting had in this relationship. In this study, however, increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands (hypothesis 2A, 2B, 2C and 2D) did not influence the connection between HPWPs and the P-O fit. Below several explanations why the forms of job crafting do not add value as a moderator in this study are provided.

An explanation for the lack of interaction can be found in the type of HPWPs that were included in this study. As previously indicated in the literature, there is not one specific set of high performance HR practices (Boselie et al., 2005; Boon et al., 2011) which is referred to as leading. Boselie's (2014) set is a widely used set of practices to build an high performance work system, but at the same time can be difficult to measure on individual level. While job crafting is a phenomena focused on the employee, some HPWPs are only measurable on an organizational level. For example, this study asks to what extent an organization uses "a critical selection process when recruiting new employees" (questionnaire item 2: HPWPs). In the literature a relationship between recruitment procedures and job crafting is not yet confirmed (within knowledge). Retrospectively, it would have been more appropriate to only test HPWPs that are measurable at individual level (e.g. including work-at-home allowance, flexible working hours, work-life balance). Future research in conjunction with job crafting could benefit from selecting a different (better fitting) set of HR practices instead of the used set of HPWPs.

According to Wrzesniewski and Dutton (2001), all employees are prospective job crafters. However, it is also explainable that an employee will only craft his or her job when he or she feels compelled to and thus apply job crafting in a specific situation or period in his or her career. For example, an employee may perceive job crafting as a necessity if he or she aims for a higher position or in a period in which there is a high workload. When job crafting is not a major priority for the employee, it is likely job crafting not have an impact on a higher or lower utilization of HPWPs. It can be that an employee then does not have the urgency to adjust task boundaries in order to seek challenges and resources or reduce demands (Bakker & Demerouti, 2007). Because the questionnaire in this thesis was administered at one point in time, it is difficult to make statements about the extent to which employees actually and consistently employ job crafting in their work.

Finally, other research do have discovered strong links between job crafting and beneficial organizational outcomes. It is conceivable that these other results have found interconnected outcomes due to the fact that these studies used a different research design (in which job crafting was not a moderator). Petrou et al. (2012) used an analysis on multiple levels, based on a diary study. Tims and Bakker (2013), have done a longitudinal study in which data was collected over several months. Guan and Frenkel (2018) emphatically approached job crafting as a mediating variable. It can be stated that a research design with job crafting as a moderator still has received little attention in scientific literature. The majority of scientific research also argues that job crafting occurs mainly at the individual level (Tims et al., 2012; Tims et al., 2013; Berg et al., 2008). Getting precise estimates of what individuals do and integrating their actions to organizational policies is very complex as jobs has become more individualized (Lawler, 2014). Scientific information about this, within knowledge, is still scarce. This provides a possible cause for the excluding of added value from job crafting as enhancer in the relation between HPWPs and the P-O fit in this research.

Discussion (2) - Additional analysis

The results section showed that three forms of job crafting (increasing structural job resources, increasing challenging job demands, and decreasing hindering job demands) do have a relation with the P-O fit directly. Hence, an additional analysis was conducted to see if job crafting might have a intervening role in the relationship between HPWPs and the P-O fit. This extra analysis showed that employees as pro-active crafters of their jobs in the three above mentioned types of job crafting do indeed ensure HPWPs lead to a better P-O fit. This confirmation holds when the HPWPs are used with the deployment of job crafting. These findings are consistent with existing literature (Meijerink et al., 2020; Kim et al., 2018). Employees' individual-level resources (e.g. development of knowledge and skills) can be utilized by job crafting in a high-performance HR setting (Meijerink et al., 2020). HR practices do hereby work as a signal to motivate employees and improve behaviour (Biron et al., 2011). Ideally, HPWPs are seen by the employee as an indication that their employer is likely to devote in meeting their needs and building a long-term connection with them (Hu et al., 2022). It is possible that individuals do only start responding to organizational resources when they are aware of their presence and are encouraged to use them, rather than actively seeking out their own. This may offer an explanation as to why a large range of HPWPs do lead to a higher utilization of job crafting. Subsequently employees' association with the organization can be cultivated through personal investments in the organization (Bakker & Demerouti, 2007). This leads to a more favorable perception of the organization (Wrzesniewski et al., 2013). These outcomes can be a attractive to both employer and employee because it appears that this can benefit both the individual and the company (better P-O fit).

This last paragraph briefly discusses ‘increasing social job resources’. In this study, increasing social job resources has no effect in any of the analysis carried out. This is not consistent with existing literature (Tims et al., 2012; Demerouti, 2014) where it appears that increasing social job resources is related to work engagement, performance, and satisfaction, which are all positive organizational outcomes. A possible reason for the exclusion of this type of job crafting is that due to the altered work conditions in recent years (Covid-19), employees have less direct contact with their supervisor(s) and colleagues. Therefore, collaboration or feedback from a supervisor/peers might have been reduced (Toniolo-Barrios & Pitt, 2021). It may be the case that the extent to which employees receive support from their colleagues does not matter in conjunction with whether they consider themselves a good fit for an organization. Another possible reason for the absence of added value from increasing social job resources might be related to the questionnaire used in this thesis. The survey-questions used for increasing social job resources focuses explicitly on the contact with colleagues and or supervisors. On the other hand, the survey-questions for the P-O fit focused primarily on a possible match between the individual and the organization (job, culture, personal expertise). These two topics do not align. This is a possible reason that no clear associations were found.

Limitations and directions for further research

There are a few limitations to this study that should be highlighted. To begin, this study employed a cross-sectional study design, wherein data is collected at a single point in time. A cross-sectional study cannot reveal cause-and-effect linkages (Sekaran & Bougie, 2016). To tackle this, future research is recommended to perform longitudinal research, prospective or retrospectively, in order to track patterns through time (Sedgwick, 2014). A longitudinal study takes more time and effort to complete. This type of research, however, is needed in the future to be more conclusive on the degree and causative directions of relationships between HR practices, job crafting and the P-O fit (Meijerink et al., 2020). The advantage of a longitudinal study is that the development over time of the variables in question are followed at the individual level, allowing changes to be made visible (Sedgwick, 2014).

Another direction for further research is to make a comparison between different organizations. According to research, not all organizations apply high-performance HRM (Lepak & Snell, 2002) or have employees that employ job crafting (Tims et al., 2013). Because HPWPs are an enhanced form of HR practices, the linkage to beneficial outcomes is likely to be advantageous (Boselie, 2014). Future researchers are invited to replicate this study in a setting where the HPWPs and job crafting options to be deployed are predetermined. This might give more opportunities to provide insight in the association between HPWPs and the P-O fit. It can also offer clarification on how job crafting connects to this relationship. This will give more exploratory and in-depth results.

Thirdly, it is likely that there is common method variance bias in this study. As Poskakoff and colleagues (2003) argue, data received from the same sources (i.e. employees) or residency in the same geographic location can lead to common method variance bias. As I used my personal network for data collection (e.g. Whatsapp, LinkedIn), this potentially explain the presence of this type of bias in this study. When common method variance bias arises, there is a measurement inaccuracy that can compromise the validity of the findings (Lindell & Whitney, 2001). To avoid this form of bias, future studies might explore conducting a longitudinal study in which variables are measured in diverse settings and from different sources (Poskakoff et al., 2003). For instance, research can be conducted within multiple organizations where managers are also involved in assessing the P-O fit.

Next, this study employs the convenience sampling method, which might lead to overrepresentation of groups in the population. This can lead to skewed outcomes (Etikan et al., 2016). Looking at the study's sample, some groups are overrepresented. For example, there are more men in this study. As gender inequality still exists in organizations, the skewed balance can be relevant for the outcomes. HR policies enact one of the most damaging gender inequities for women (Stamarski & Son Hing, 2015). This is because HR procedures have an impact on women's hiring, training, salary, and advancement (Stamarski & Son Hing, 2015). Also, the majority of the participants have a minimum educational degree from a University of Applied Sciences.

This is relevant since higher educational levels are also more likely to lead to better job opportunities and more qualified employees may profit more from the adoption of HPWPs (Harley et al., 2007). It is therefore recommended that an even distribution is accomplished in further research to ensure that the gender groups and educational levels are represented as accurately as possible. Besides, it is worth noting that age was presented in multiple-choice alternatives in the questionnaire. This meant that the actual figures could not be presented precisely. Future research is therefore recommended to not categorize control variable.

It appeared that the control variables did not make significant differences in this study. Nonetheless, for future research, it is recommended to include the control variables more explicitly. By performing a more in-depth study between different groups (e.g., junior vs. senior or full-time employees vs. part-time employees) it can be examined whether distinct differences arise when groups are measured separately. Research has shown that when distinctions are made between specific groups), differences can be better exposed (Akkermans et al., 2016). Taking this into account, future research can consider different sampling approaches that are less likely to produce biased results due to an insufficiently random sample, such as random sampling procedures (Sekaran & Bougie, 2016).

Lastly, it might also be interesting to conduct qualitative research (Lazazzara et al., 2020). Qualitative (case) studies might aid in determining whether people have preferences for various (combinations of) job crafting forms, as well as how this is related and influenced by the organizational context (Lazazzara et al., 2020). Using this research method also increase credibility, confirmability and dependability of findings (Bleijenbergh, 2015).

Practical implications

This section provides insights that HR managers and supervisors can use when they intend to utilize HPWPs and/or offer employees job crafting opportunities, to strengthen the P-O fit. HPWPs have a beneficial influence on the P-O fit, according to this study. As a result, firms and HR managers are advised to inform employees about HR policies in a clear and simple manner so that principles and structure remain consistent throughout time and practices do not differ between departments or employees. Following these guidelines will foster a robust HRM climate in which employers are transparent about their aims, intentions, and employee work responsibilities (Guan and Frenkel, 2018). These methods will elicit a high level of employee involvement if the content of HRM policy embodies fairness and a dedication to employee well-being. At the same time, firms and HR managers are advised to continually adapt their HR policies to stay up with the current labor market and employee demands (Boselie, 2014).

Based on the results of this study, organizations and HR practitioners may want to develop job crafting opportunities for employees within their organization. Managers have a vital function in implementing job crafting in an organization (Tims et al, 2013). It is the manager's responsibility to inform employees about their job crafting options and how this might boost employees' resources or

decrease demands (Tims et al., 2013). However, it is critical to remember that job crafting is a voluntary activity that should be supported rather than forced (Van den Heuvel et al., 2015). Managers are therefore advised to harmonize actions and signals arising from all relevant stakeholders (supervisors, HR managers, and employees) if they are going to embed job crafting in their firm.

Due to the variety of techniques to adopting job crafting, interventions are suitable for a wide range of organizations. Job crafting can be presented in a variety of methods in conjunction with HPWPs. Examples are seminars or training sessions or discussing job crafting during evaluation interviews (Bakker & Demerouti, 2014). Providing practical examples to employees during explanations or exercises is recommended (e.g. how to change the way you work, how to change the work schedule, or how to carry out additional job tasks)(Demerouti & Bakker, 2011). Furthermore, research suggests that after the embedding process, employees should be encouraged to maintain high levels of awareness (van den Heuvel et al., 2015). Structural assessment of job crafting is required here, with the role of HPWPs again coming to the forefront (employee participation, options for employees to take ownership, periodic evaluations). Previous research into these job crafting strategies has revealed that this helps to develop (more) motivated and proactive employees, which leads to greater achievement of organizational goals (Van den Heuvel et al., 2015).

Conclusion

This study looked into the relationship between HPWPs and the P-O fit, as well as the potentially reinforcing role of job crafting in this relationship. Proof was found for a positive association of HPWPs with the P-O fit. All types of job crafting - increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands – did not influence the strength and direction of the relationship between HPWPs and the P-O fit, judging from the results in this research. Nonetheless, three types of job crafting (increasing structural job resources, increasing challenging job demands, and decreasing hindering job demands) were directly related to a better experience of the P-O fit, from an employee' point of view. This indicates that utilizing job crafting can be a stimulator for individuals to find a good fit with their organization. An additional assessment showed that a wide range of HPWPs in a company lead to greater deployment of job crafting. This study therefore highlights that the HPWPs - P-O fit relationship is strengthened via job crafting, when employees have possibilities to craft their job. Job crafting may thus explain how HPWPs and the P-O fit are related. Concluding, future research is encouraged to build on this work by looking at how and under what conditions employees' actively utilize job crafting to improve their P-O fit. This can eventually help clarify the HPWPs - P-O fit relationship more profoundly.

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Appendix 1 Introduction questionnaire quantitative research

Beste deelnemer,

Voor mijn master thesis wil ik u vragen onderstaande vragenlijst in te vullen. In totaal vraag ik voor het invullen van de vragenlijst ca. 5-10 minuten van uw tijd. In de vragenlijst vindt u drie verschillende thema's terug:

(1) High Performance Work Practices

(2) Person-Organizational fit

(3) Job-crafting

Alle drie de thema's hebben een korte toelichting ter introductie. Hierbij is van belang de toelichting en instructie bij elke set vragen zorgvuldig te lezen om alle vragen zo goed mogelijk te beantwoorden.

Uw gegevens en antwoorden zullen alleen voor onderzoeksdoeleinden worden gebruikt en worden anoniem en vertrouwelijk behandeld. Voor verdere vragen, hulp of interesse rondom de uitkomst van het onderzoek kunt u contact opnemen via: jasper.jansen@ru.nl

Als u akkoord gaat met deelname aan dit onderzoek kunt u naar de volgende pagina gaan. Mijn dank voor uw hulp is groot!

Appendix 2 Questionnaire quantitative research

CONTROLE VRAGEN

Wat is uw geslacht?	*Man*	*Vrouw*	*Zeg ik liever niet*
Wat is uw leeftijd?	*In jaren..*		
Hoeveel uur is uw werkweek gemiddeld?	*In uren ..*		
Hoe lang bent u werkzaam bij uw huidige organisatie?	*In jaren..*		
Hoeveel mensen werken er in uw organisatie?	*0-10* *100-200*	*10-50* *200+*	*50-100*
Wat is uw hoogst genoteerde, afgeronde, opleiding?	*Basisonderwijs* *MBO* *Universiteit* *Overig*	*Voortgezet onderwijs* *HBO* *PHD*	

DEEL 1

High Performance Work Practices
Boon, C., Den Hartog, D. N., Boselie, P., & Paauwe, J. (2011). *The relationship between perceptions of HR practices and employee outcomes: examining the role of person–organisation and person–job fit*. The International Journal of Human Resource Management, 22(01), 138-162. Boselie, P. (2014). Strategic Human Resource Management: A Balanced Approach. McGraw Hill. Lepak, D. P., & Snell, S. A. (2002). *Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations*. Journal of management, 28(4), 517-543.

*Het eerste deel vragen (1/3) heeft betrekking op **High Performance Work Practices (HPWPs).** Dit zijn clusters/groepen van activiteiten die (mogelijk) leiden tot hogere prestaties bij medewerkers (bijvoorbeeld: training & ontwikkelmogelijkheden). HPWPs kunnen in iedere omgeving anders toegepast worden, afhankelijk van de kenmerken van de organisatie.*

Onderstaand kunt u aangeven in welke mate dit (voor u) in uw organisatie aan bod komt.

Mijn organisatie biedt (mij) ..	**Volledig oneens**	**Oneens**	**Neutraal**	**Eens**	**Volledig eens**
Recruitment en selectie					
1. Een kritische selectie bij het aantrekken van nieuwe werknemers (selectieproces).	1	2	3	4	5
2. Selectieve aanwerving van nieuwe collega's (in dienst-treding)	1	2	3	4	5
3. Psychologische tests (bijv.IQ, persoonlijkheid) voor het selecteren van nieuwe medewerkers.	1	2	3	4	5

Training en ontwikkeling					
4. De mogelijkheid om opleidingen, cursussen en workshops te volgen.	1	2	3	4	5
5. De mogelijkheid om nieuwe vaardigheden en kennis te ontwikkelen voor mijn huidige baan of mogelijke banen in de toekomst.	1	2	3	4	5
6.Specifieke skills training (b.v. presenteren, onderhandelen)					
7. Coaching die mijn ontwikkeling ondersteunt.	1	2	3	4	5
Prestatie-management					
8. Periodieke evaluaties rondom mijn prestaties	1	2	3	4	5
9. Eerlijke beoordeling van mijn prestaties	1	2	3	4	5
10. Prestatie gerelateerde beloningen.	1	2	3	4	5
11. Interne promotiemogelijkheden	1	2	3	4	5
Beloningen					
12. Bonussen afhankelijk van de winst van de organisatie	1	2	3	4	5
13. Een competitief salaris	1	2	3	4	5
14. Een eerlijk vergoedingensysteem (declaratie woon-werk verkeer, onkostenvergoeding)	1	2	3	4	5
15. Een aantrekkelijk secundaire voorwaarden-pakket (13^{e} maand, pensioen)	1	2	3	4	5
Participatie, autonomie en betrokkenheid					
16. Veelomvattend en afwisselend werk.	1	2	3	4	5
17. Uitdagend werk	1	2	3	4	5
18. De mogelijkheid om deel te nemen aan besluitvormingsprocessen.	1	2	3	4	5
19. De mogelijkheid om mijn eigen beslissingen en verantwoordelijkheid te nemen.	1	2	3	4	5

DEEL 2

Person-organizational fit
Grobler, A. (2016). *Person-organisational fit: A revised structural configuration*. Journal of Applied Business Research (JABR), 32(5), 1419-1434..

*Het tweede deel vragen (2/3) gaat over de **person-organizational-fit**. Dit onderwerp heeft betrekking tot de overeenkomsten tussen de normen en waarden van u als persoon (uw persoonlijkheid, idealen, gedragsregels en houding) en de normen en waarden van de organisatie waar u werkzaam bent (diens idealen, gedragsregels en cultuur).*

Ik kan mij vinden in de volgende stellingen:	**Volledig oneens**	**Oneens**	**Neutraal**	**Eens**	**Volledig eens**
Indirecte fit:					
1. Mijn persoonlijke normen en waarden (idealen en gedragsregels) passen bij de normen en waarden van mijn huidige organisatie.	1	2	3	4	5
2. Ik pas goed in de organisatie waar ik nu werk.	1	2	3	4	5
3. De dingen die ik belangrijk vind in het leven sluiten goed aan bij de cultuur van mijn huidige organisatie.	1	2	3	4	5
Directe-fit					
4. Er is een goede match tussen wat mijn baan mij biedt en wat ik zoek in een baan.	1	2	3	4	5
5. De eigenschappen die ik zoek in een baan worden zeer goed vervuld door mijn huidige baan.	1	2	3	4	5
6. De baan die ik momenteel heb, geeft mij vrijwel alles wat ik van een baan verlang.	1	2	3	4	5
Person-job fit:					
7. De match is zeer goed tussen de eisen van mijn baan en mijn persoonlijke vaardigheden.	1	2	3	4	5
8. Mijn opleiding past goed bij de vereisten van mijn baan.	1	2	3	4	5
9. Mijn expertise zorgt ervoor dat ik goede prestaties kan leveren in mijn baan.	1	2	3	4	5

DEEL 3

Job crafting
Tims, M., Bakker, A. B., & Derks, D. (2012*). Development and validation of the job crafting scale.* Journal of vocational behavior, *80*(1), 173-186.

*Het laatste deel vragen (3/3) gaat over **job crafting**: dit bestaat uit de acties die u als werknemer neemt om uw werk vorm te geven en te herdefiniëren. Job crafting heeft betrekking tot het aanpassen van de grenzen van het werk (zowel fysiek als cognitief), en het aanpassen van de relatie tot het werk.*

Ik kan mij vinden in de volgende stellingen:	**Volledig oneens**	**Oneens**	**Neutraal**	**Eens**	**Volledig eens**
Verhoging van structurele arbeidsmiddelen					
1. Ik probeer mijn capaciteiten te ontwikkelen.	1	2	3	4	5
2. Ik probeer mezelf professioneel te ontwikkelen.	1	2	3	4	5
3. Ik probeer nieuwe dingen te leren op het werk.	1	2	3	4	5
4. Ik zorg ervoor dat ik mijn capaciteiten ten volle benut.	1	2	3	4	5
5. Ik beslis zelf hoe ik werkzaamheden uitvoer.	1	2	3	4	5
Verhoging van sociale arbeidsmiddelen					
6. Ik vraag mijn leidinggevende om mij te coachen.	1	2	3	4	5
7. Ik vraag of mijn leidinggevende tevreden is over mijn werk.	1	2	3	4	5
8. Ik kijk naar mijn leidinggevende voor inspiratie.	1	2	3	4	5
9. Ik vraag collega's om feedback over mijn werkprestaties.	1	2	3	4	5
10. Ik vraag collega's om advies.	1	2	3	4	5
Uitbreiding van uitdagende functie-eisen					
11. Als er een interessant project komt, bied ik mij proactief aan.	1	2	3	4	5
12. Als er nieuwe ontwikkelingen zijn, ben ik een van de eersten die er kennis van neemt en ze uitprobeert.	1	2	3	4	5
13. Als er op het werk niet veel te doen is, zie ik dat als een kans om nieuwe projecten te starten.	1	2	3	4	5
14. Ik neem regelmatig extra taken op me, ook al krijg ik er geen extra compensatie voor.	1	2	3	4	5
15. Ik probeer mijn werk uitdagender te maken door de onderliggende relaties tussen aspecten van mijn werk te onderzoeken.	1	2	3	4	5
Vermindering van belemmerende werkeisen					
16. Ik zorg ervoor dat mijn werk mentaal niet te intensief is.	1	2	3	4	5
17. Ik probeer ervoor te zorgen dat mijn werk emotioneel niet te intensief is.	1	2	3	4	5

18. Ik probeer er voor te zorgen dat ik zo min mogelijk wordt beïnvloed door collega's met problemen die mij emotioneel raken.	1	2	3	4	5
19. Ik organiseer mijn werk zo dat ik zo weinig mogelijk in contact kom met mensen die onrealistische verwachtingen hebben.	1	2	3	4	5
20. Ik probeer ervoor te zorgen dat ik op het werk niet veel moeilijke beslissingen hoef te nemen.	1	2	3	4	5
21. Ik organiseer mijn werk zo dat ik me niet te lang tegelijk hoef te concentreren.	1	2	3	4	5