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Is it a team effort? The combined impact of relational job crafting and job design on energy and performance

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Abstract
Although extensive research has explored job crafting, the interaction between individual-driven job crafting and organizational job design in influencing employee performance remains underexplored. Guided by conservation of resources (COR) theory, this study tests a framework examining how daily relational job crafting—focused on either promotion or prevention—affects employee energy and task performance within the context of relational job design, specifically task interdependence. An experience-sampling study was conducted over 10 workdays with full-time employees from various organizations (845 daily observations from 126 participants). Multi-level path analysis revealed that promotion-oriented relational job crafting positively influenced task performance by boosting energy levels, especially in low-task-interdependence environments. In contrast, prevention-oriented relational job crafting reduced energy in low-task-interdependence settings but enhanced energy in high-task-interdependence environments. These findings highlight the context-dependent nature of relational job crafting's impact on employee energy and performance, shaped by job design. The results suggest that job crafting strategies should align with task interdependence. Employees in low-task-interdependence roles benefit from promotion-oriented relational job crafting, which helps alleviate isolation and increases energy by fostering new relationships. Organizations can support this by creating spaces for social interaction and encouraging team-building activities. Conversely, employees in high-task-interdependence roles may benefit from prevention-oriented job crafting, minimizing relational demands to manage energy effectively. Organizations can assist by offering resources that help balance social interactions and prevent relational strain. By aligning job crafting strategies with job design, organizations can enhance employee well-being, improve task performance, and mitigate burnout risk.

Keywords: Conservation of resources, energy, experience sampling method, job crafting, job design, task performance

1. Introduction

Social interactions and connections are crucial in organizational settings (Grant, 2007; Grant & Parker, 2009). Research shows that these interactions are influenced by relational job design, which provides structured, top-down opportunities for interpersonal connections (Grant, 2007; Grant & Parker, 2009; Parker et al., 2017). However, employees also engage in bottom-up efforts to craft their social interactions, a process known as relational job crafting (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001). Relational job crafting involves proactive, self-initiated changes that employees make in their workplace relationships (Bindl et al., 2019; Rofcanin et al., 2019). It can be pursued in two ways: promotion-oriented relational job crafting, which focuses on increasing the number or quality of interactions, and prevention-oriented relational job crafting, which aims to limit interactions to trusted connections (Bindl et al., 2019; Higgins, 1997; Lichtenthaler

& Fischbach, 2019; Zhang & Parker, 2019).

Research typically associates promotion-oriented relational job crafting with positive outcomes such as improved task performance and well-being (Lichtenthaler & Fischbach, 2019; Zhang & Parker, 2019). Conversely, prevention-oriented relational job crafting is often viewed negatively, with some studies suggesting it may harm task performance by reducing interactions (Bruning & Campion, 2018; Lichtenthaler & Fischbach, 2019; Rudolph et al., 2017; Rofcanin et al., 2019). Despite this, there is theoretical and empirical evidence suggesting that both types of relational job crafting can be purposeful and beneficial in achieving work goals (Parker & Collins, 2010; Bindl et al., 2019; Spychala & Sonnentag, 2011). However, it remains unclear how and under what conditions each type of relational job crafting might be most beneficial for employees and organizations.

This study aims to explore the contextual effects of daily promotion- versus prevention-oriented relational job crafting on task performance, guided by conservation of resources (COR) theory (Hobfoll, 1989). COR theory posits that individuals are motivated to protect and build their resources for goal achievement (Halbesleben et al., 2014; Hobfoll, 1989). In the workplace, energy is a crucial resource that impacts task performance (Quinn et al., 2012; Quinn & Dutton, 2005). Energy, defined as the subjective sense of vitality (Ryan & Frederick, 1997), can fluctuate daily and be influenced by job crafting behaviors (Bakker & Oerlemans, 2019). We argue that daily relational job crafting may help employees manage their energy resources, thereby enhancing task performance. I also propose that these effects are influenced by the top-down relational job design context, such as task interdependence (Pearce & Gregersen, 1991).

The study hypothesize that promotion-oriented relational job crafting boosts energy and task performance, especially in low task interdependence settings where employees might otherwise feel socially disconnected. On the other hand, prevention-oriented relational job crafting may reduce energy and task performance in low task interdependence contexts due to increased social isolation. Conversely, in high task interdependence environments, which involve substantial relational demands (e.g., emotional labor; Trougakos et al., 2015), prevention-oriented relational job crafting might conserve energy and improve performance. The theoretical framework, illustrated in Figure 1, was tested through two experience sampling studies conducted over 10 consecutive workdays.

This research makes several key contributions to the existing literature: Firstly, it deepens the understanding of how employees' self-initiated, bottom-up relational job crafting interacts with the overarching top-down relational job design context. Although it has been recognized that job crafting is influenced by the work context (Wrzesniewski & Dutton, 2001), empirical studies have often overlooked these contextual factors (Dierdorff & Jensen, 2018). This study expands the contextual perspective of job crafting by demonstrating that the effectiveness of different types of relational job crafting is influenced by the organizationally designed relational job design context (Grant & Ashford, 2008; Wrzesniewski & Dutton, 2001). Specifically, the framework outlines how task interdependence affects the impact of relational job crafting on energy and task performance. This contextualized view offers a more nuanced understanding of when various forms of relational job crafting are most effective in achieving desirable organizational outcomes.

Secondly, building on conservation of resources (COR) theory (Hobfoll, 1989), the research introduces a within-person, resource-based perspective on relational job crafting and identifies energy as a crucial mediator. This perspective helps explain how different types of daily relational job crafting can be effective in various job design contexts. By focusing on the daily dynamics of job crafting, the study contributes to the understanding of how these behaviors impact employee performance and shows that employees can use relational job crafting to manage and enhance their energy levels, positively influencing task performance.

Lastly, this research contributes to the debate on whether promotion-oriented versus prevention-oriented job crafting should be classified as "good" or "bad" (e.g., Zhang & Parker, 2019). By adopting a within-person perspective, the study provides insights into the conditions under which each type of job crafting is beneficial or detrimental, advancing the discussion on the relative value of these different job crafting approaches.

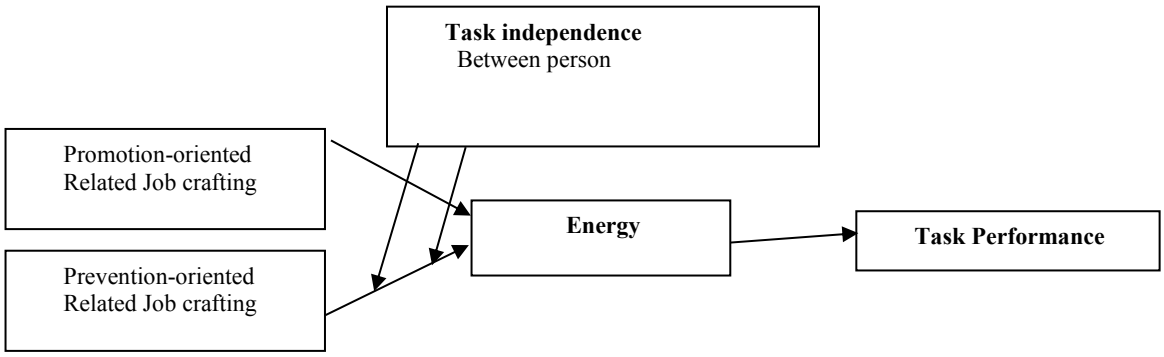


Figure 1: Model Hypothesized Relationship Reframing the View on Prevention-Oriented Job Crafting and Energy as a Mechanism

The research challenges the prevailing view that prevention-oriented relational job crafting is inherently detrimental to organizations (Lichtenthaler & Fischbach, 2019; Zhang & Parker, 2019). Instead, I argue that prevention-oriented job crafting can be a purposeful work behavior (Barrick et al., 2013) that helps employees manage excessive job demands (Tims et al., 2013; Tims & Bakker, 2010), potentially benefiting organizational outcomes. Similarly, while promotion-oriented relational job crafting has been considered universally effective (Lichtenthaler & Fischbach, 2019; Zhang & Parker, 2019), the research suggests that its effectiveness may also depend on the job design context.

2. Literature Review

Theoretical Development of Energy as a Key Mechanism in the Link Between Relational Job Crafting and Task Performance

The concept of job crafting was introduced to complement traditional top-down job design approaches by emphasizing employees' role in shaping their own jobs (Wrzesniewski & Dutton, 2001). Job crafting involves employees actively altering their jobs to better meet their personal needs and interests (Bindl et al., 2019). Research indicates that job crafting is widespread and can influence various work outcomes (Nielsen & Abildgaard, 2012; Rudolph et al., 2017). Relational job crafting focuses on how employees proactively adjust their social interactions at work.

Employees might engage in promotion-oriented relational job crafting by expanding their network and the quality of relationships, or in prevention-oriented relational job crafting by limiting interactions to those they find most valuable (Bindl et al., 2019). Promotion-oriented relational job crafting, such as seeking more diverse connections or improving existing relationships, is associated with positive work outcomes, including better performance (Rofcanin et al., 2019; Weseler & Niessen, 2016). In contrast, prevention-oriented relational job crafting, which involves reducing interactions with unfamiliar or less trusted colleagues, has often been perceived negatively. While initially proposed as a strategy to manage excessive job demands (Tims et al., 2013; Tims & Bakker, 2010), it is generally seen as having harmful effects on work outcomes, such as reduced job performance (Rofcanin et al., 2019; Weseler & Niessen, 2016). This perspective frames prevention-oriented job crafting as a form of withdrawal that limits access to valuable workplace resources and negatively impacts performance (Demerouti et al., 2015; Lichtenthaler & Fischbach, 2019).

This study presents an alternative view by emphasizing energy as a crucial mechanism. Drawing on COR theory (Hobfoll, 1989) and existing research on social interactions and proactivity (Owens et al., 2016; Strauss & Parker, 2018), I propose that both types of relational job crafting can be purposeful daily behaviors aimed at managing and enhancing energy resources, which in turn affect task performance. COR theory suggests that individuals are motivated to protect and build resources (Halbesleben et al., 2014; Hobfoll, 1989). Energy, defined as the subjective feeling of vitality and aliveness (Ryan & Frederick, 1997), is a key resource that impacts an individual's ability to engage in work and achieve goals (Owens et al., 2016; Quinn et al., 2012). While proactive behaviors like relational job crafting may initially consume energy (Fay & Hüttges, 2017; Frese & Zapf, 1994), COR theory posits that investing in these behaviors can lead to greater resource gain. Energized employees are likely to invest more effort, stay engaged, and perform better, as their energy fluctuates daily and influences their work involvement and performance (Demerouti et al., 2012; Quinn & Dutton, 2005; Wright & Cropanzano, 1998).

The Role of Task Interdependence in the Relationship Between Relational Job Crafting, Energy, and Performance

The research contend that the impact of daily promotion- and prevention-oriented relational job crafting on energy levels and task performance should be evaluated within the broader context of one's work environment (Dierdorff & Jensen, 2018; Johns, 2006). A crucial aspect of this work context is the top-down relational job design framework, which includes the element of task interdependence (Grant & Parker, 2009; Morgeson & Humphrey, 2006). Relational job design refers to the social structure of workplace interactions and dependencies established by managerial job design (Grant, 2007). Task interdependence, a key feature of relational job design, describes the extent to which a job relies on others to complete tasks (Kiggundu, 1981, 1983; Morgeson & Humphrey, 2006). It affects the degree of social interaction required for task completion and shapes employees' relational context at work (Grant & Parker, 2009). Low task interdependence often means employees work independently, whereas high task interdependence involves extensive communication and coordination (Somech et al., 2009). High task interdependence can consume significant personal and regulatory resources, such as internal energy required for managing attention, persistence, and emotions (Lanaj et al., 2016).

The study proposeS that task

interdependence may influence the effectiveness of both promotion- and prevention-oriented relational job crafting on employees' daily energy levels and task performance. Specifically, it is expected that promotion-oriented relational job crafting will have a more pronounced positive effect on energy levels in low task interdependence contexts. High-quality social interactions are known to boost employees' well-being (Spreitzer et al., 2005), and employees experiencing positive interactions often report higher energy levels (Owens et al., 2016). In low task interdependence situations, where employees may feel more socially isolated (Rico et al., 2011), actively seeking a broader range and better quality of social interactions through promotion-oriented relational job crafting can significantly enhance their energy levels. This aligns with findings that non-work-related social interactions can improve positive affect and productivity (Kim et al., 2017). Therefore, the study hypothesizes:

Hypothesis 1: The positive relationship between daily promotion-oriented relational job crafting and energy is moderated by task interdependence, with the relationship being stronger in contexts of low task interdependence.

Additionally, given that energy is a crucial resource for performance (Quinn et al., 2012), I suggest that the increased energy resulting from promotion-oriented relational job crafting will also enhance task performance. According to COR theory, employees with higher levels of energy are more likely to invest these resources into their work tasks and responsibilities (Halbesleben et al., 2014; Hobfoll, 1989). Research shows that employees with more energy tend to perform better (Quinn et al., 2012). Therefore, on days when employees engage in promotion-oriented relational job crafting and experience higher energy levels, they are likely to become more engaged in their work and perform better (Dutton, 2003; Carmeli, 2009). This effect is expected to be especially strong in low task interdependence contexts, where employees benefit more from enhanced energy levels. Thus, the study proposes:

Hypothesis 2: The impact of within-person promotion-oriented relational job crafting on task performance, through its effect on energy, is influenced by task interdependence. Specifically, the positive indirect effect of promotion-oriented relational job crafting on task performance via increased energy is stronger when task interdependence is low compared to when it is high.

When considering day-level prevention-oriented relational job crafting, it is posited that such crafting might negatively affect employees' energy in environments with low task interdependence but could potentially enhance energy in environments with high task interdependence. Research indicates that prevention-oriented job crafting generally has adverse effects on work outcomes, including energy. In settings with low task interdependence, where there are fewer predefined social interactions, actively limiting social engagement might worsen feelings of isolation and deplete energy levels. Conversely, in high-task-interdependent contexts, where frequent interaction with colleagues is required for effective coordination and achieving shared goals, prevention-oriented job crafting might help manage and maintain appropriate relational boundaries. This approach can mitigate the negative impacts of excessive social interaction by reducing energy demands and providing opportunities for recovery. Thus, prevention-oriented relational job crafting in high-task-interdependent contexts can help preserve energy by curbing the strain of constant social engagement.

Hypothesis 3: Task interdependence moderates the effect of within-person prevention-oriented relational job crafting on energy, such that this effect is positive

in high task interdependence contexts and negative in low task interdependence contexts.

Consistent with Hypothesis 2, I anticipate that the effects of prevention-oriented relational job crafting on daily energy levels will influence subsequent task performance, given that energy is a critical resource for performance. In high-task-interdependent settings, limiting social interactions or focusing on familiar, trusted relationships can help restore energy and improve performance. In contrast, energy depletion resulting from prevention-oriented job crafting in low-task-interdependent contexts may hinder task performance.

Hypothesis 4: Task interdependence influences how within-person prevention-oriented relational job crafting affects task performance through energy. Specifically, the effect is positive when task interdependence is high and negative when task interdependence is low.

Building on Conservation of Resources (COR) theory, I suggest that the interaction between relational job crafting and task interdependence impacts task performance primarily by affecting energy levels. However, other theoretical perspectives might offer alternative views. For instance, the Job Demands-Resources model might argue that promotion-oriented relational job crafting is more beneficial in high task interdependence scenarios due to the importance of effective social interactions and mutual support for completing tasks successfully. Promotion-oriented relational job crafting is not inherently task-focused, but COR theory predicts that it will more positively affect employees' energy and task performance in low-task interdependence settings. This is because such crafting provides positive social interactions as brief breaks, which can boost daily energy and enhance performance.

On the other hand, prevention-oriented job crafting may help reduce social distractions and maintain focus in low-task interdependence environments, but it is expected to be more advantageous for task performance in high-task interdependence contexts. In these settings, excessive social interaction can become counterproductive and deplete energy due to cognitive and emotional demands. Prevention-oriented job crafting helps maintain relational boundaries, conserve energy, and improve task performance. Therefore, while relational job crafting and task interdependence may interact in a complementary manner to affect performance, focusing on energy as a key mechanism suggests that their effects are likely to be complementary rather than synergistic.

3. Methodology

Sample and Procedure

The study used an experience-sampling study involving full-time professionals from various organizations. Participants completed daily surveys over 10 workdays, which measured relational job crafting, energy, and task performance in the context of task interdependence. Participants were recruited through Prolific Academic, an online panel provider known for high-quality samples (Peer et al., 2017, 2022).

The study included an initial screening and baseline survey, followed by daily surveys administered at the start and end of each workday (Monday through Friday). Participants received small financial incentives for participation, adhering to ethical standards (Gabriel et al., 2019).

Out of 312 individuals who completed the initial screening, 172 participants were invited to participate. Of these, 148 (86.05%) completed the baseline survey. Attention check items were used to ensure data quality, and five participants were excluded for failing these checks. Participants were instructed to complete the beginning-of-the-workday and end-of-the-workday surveys within the first 30

minutes and last 30 minutes of their workday, respectively. The final sample included 126 participants, yielding 845 daily observations (49.13% response rate at Level 1). The sample represented a range of industries, including education and teaching (21.8%), professional services (13.4%), and information and communication (10.4%).

Data were included in the analysis only if participants worked from home on that day, answered attention check items correctly, and had at least a 4-hour gap between the start and end-of-the-workday surveys. Participants also needed to complete at least two complete sets of daily surveys for variable computation. The final sample included 845 daily observations (maximum possible: 172 participants × 10 days; Level 1 response rate: 49.13%) nested within 126 individuals (Level 2 response rate: 73.26%). Participants had an average age of 31.55 years (SD = 7.65) and an average organizational tenure of 4.22 years (SD = 4.54).

To assess potential attrition bias, I compared the demographics of participants who dropped out (N = 22) with those in the final sample (N = 126). Unpaired t-tests showed no significant differences between the two groups in terms of age ($t = 0.22$, $df = 146$, $p = .41$), gender ($t = 0.49$, $df = 146$, $p = .31$), work hours ($t = 0.08$, $df = 146$, $p = .47$), or tenure ($t = 1.33$, $df = 146$, $p = .09$).

Measures

Relational Job Crafting

The study assessed promotion-oriented and prevention-oriented relational job crafting using a 7-item scale developed by Bindl et al. (2019), with daily reports collected at the end of each workday to capture behavior over the entire day (Wehrt et al., 2020). Promotion-oriented relational job crafting was measured with four items, while prevention-oriented relational job crafting was assessed with three items. Sample items include: "Today, I tried to spend more time with a wide variety of people at work" (promotion-oriented relational job crafting; within-level $\alpha = .87$; between-level $\alpha = .97$) and "Today, I minimized my interactions with people at work that I did not get along with" (prevention-oriented relational job crafting; within-level $\alpha = .78$; between-level $\alpha = .97$; response scale: 1 = not at all to 5 = a great deal). Multilevel confirmatory factor analyses (Dyer et al., 2005) confirmed that the promotion- and prevention-oriented relational job crafting factors were distinct, with the two-factor model showing a significantly better fit than a one-factor model (TLI = .982, CFI = .989, RMSEA = .045, SRMR = .029 versus TLI = .398, CFI = .599, RMSEA = .261, SRMR = .204; Satorra-Bentler scaled $\Delta\chi^2 = 347.29$, $\Delta df = 1$, $p < .001$).

Energy

Energy was measured at the beginning of the following workday using a seven-item scale by Ryan and Frederick (1997). A sample item is "Right now, I feel energized" (within-level $\alpha = .91$; between-level $\alpha = .94$; response scale: 1 = strongly disagree to 5 = strongly agree).

Task Performance

Task performance was assessed at the end of the following workday using a four-item scale from Williams and Anderson (1991). A sample item is "Today, I adequately completed assigned duties" (within-level $\alpha = .80$; between-level $\alpha = .96$; response scale: 1 = strongly disagree to 5 = strongly agree).

Task Interdependence

Task interdependence, as a cross-level moderator, was measured in the baseline survey using a 3-item abbreviated version of a scale developed by Pearce and Gregersen (1991). The items include: "I work closely with others in doing my work," "I frequently must coordinate my efforts with others," and "My work requires me to consult with others fairly frequently" (between-level $\alpha = .88$; response scale: 1 = strongly disagree to 5 = strongly agree).

Control Variables

In the analyses, I controlled for variables at the day level to account for potential systematic trends and autocorrelation. Specifically, I included the day of the week to capture any weekly patterns in the main variables. I also controlled for previous-day task performance to address autocorrelation and enhance the causal interpretation of the results (Beal, 2015; Gabriel et al., 2019).

4. Results and Discussion

Table 1 provides the descriptive statistics, as well as bivariate and intraclass correlations for the key study variables. To test the hypotheses, we performed multilevel path analyses (Hox, 2010). At the within-person level, we modeled the hypothesized paths from promotion- and prevention-oriented relational job crafting to energy, and from energy to task performance, including direct paths from relational job crafting to subsequent task performance. I also included random effects for the paths from relational job crafting to energy and examined moderation by task interdependence at the between-person level. At the within-person level, I incorporated controls for previous-day task performance and day-of-the-week effects. All independent day-level predictors were per-person mean-centered, and maximum-likelihood estimation was used to evaluate the significance of the paths.

TABLE 1 Intercorrelations, means, standard deviations, and intraclass correlations (Study 1).

Variables		1	2	3	4	5	6	7
Day-level main variables								
1	Promotion-oriented relational job crafting (throughout the workday)	-	**−.07**	**.04**	.01	.03	**.08**	
2	Prevention-oriented relational job crafting (throughout the workday)	.01	-	−.00	.00	**−.21**	**−.04**	
3	Energy (start of the workday, $t + 1$)	**.12**	−.01	-	**.05**	.10	−.01	
4	Task performance (throughout the workday, $t + 1$)	.05	−.05	**.07**	-	.10	.00	
Day-level control variables								
5	Day of the week (Monday–Friday)	−.03	−.01	−.00	−.01	-	**.12**	
6	Previous-day task performance (throughout the workday, $t - 1$)	.04	−.03	**.07**	**.23**	−.01	-	
Person-level variable								
7	Task interdependence	.05	−.08	−.02	.07	−.06	.05	-
	M	1.67	1.64	3.05	4.12	5.88	4.11	4.06
	SD	0.87	0.94	0.85	0.70	2.75	0.70	0.81
	1-ICC (proportion of day-level variance)	.54	.48	.61	.51	1.00	.53	-

Note: t = time. ICC = intraclass correlations. Correlations below the diagonal are person-level correlations ($N = 126$). Correlations above the diagonal are day-level correlations ($N = 845$). Numbers in bold $p < .05$.

Confidence Intervals Using Monte Carlo Simulation

Monte Carlo simulation in R was employed to estimate confidence intervals for the interaction effects (Preacher & Selig, 2012).

Hypothesis 1 posited that task interdependence moderates the relationship between promotion-oriented relational job crafting on a given day and subsequent energy, suggesting that the positive relationship would be stronger when task interdependence is low rather than high. As detailed in Table 2, I found support for this interaction effect ($\gamma = -.11$, SE = .053, p = .045). The interaction was interpreted by plotting simple slopes at one standard deviation above and below the mean of task interdependence. Figure 2 illustrates that promotion-oriented relational job crafting was positively associated with energy at low levels of task interdependence ($\gamma = .17$, SE = .06, p = .005) but not at high levels ($\gamma = -.01$, SE = .06, p = .924), providing partial support for Hypothesis 1.

Hypothesis 3 proposed that task interdependence moderates the relationship between prevention-oriented relational job crafting on a given day and energy, such that the relationship is positive when task interdependence is high and negative when task interdependence is low. The results in Table 2 indicate a significant interaction effect of prevention-oriented relational job crafting and task interdependence on energy ($\gamma = .12$, SE = .049, p = .011). Figure 3 displays the interaction at one standard deviation above and below the mean of task interdependence. In partial support of Hypothesis 3, prevention-oriented relational job crafting was positively associated with energy at high levels of task interdependence ($\gamma = .12$, SE = .06, p = .032) but not at low levels ($\gamma = -.08$, SE = .06, p = .141).

Hypotheses 2 and 4 proposed that the indirect effects of promotion- and prevention-oriented relational job crafting on subsequent task performance via energy are moderated by task interdependence.

TABLE 2 Unstandardized path coefficients from moderated mediation analyses predicting task performance from promotion- and prevention-oriented relationship job crafting via energy, moderated by task interdependence (Study 1).

	Energy			Task performance		
Predictor variables	γ	SE	p	γ	SE	p
Within-level variables						
Promotion-oriented relational job crafting	.08	.04	.050	.02	.03	.454
Prevention-oriented relational job crafting	.02	.04	.661	.02	.03	.485
Energy				.11	.03	< .001
Previous-day task performance				−.05	.04	.190
Day of the week	.01	.01	.167	.01	.01	.044
Between-level variables						
Intercept	2.99	.07	< .001	4.03	.06	< .001
Task interdependence	−.03	.06	.637	.11	.06	.044
Task interdependence × promotion-oriented relational job crafting	−.11	.05	.045			
Task interdependence × prevention-oriented relational job crafting	.12	.05	.011			

Note: $N_{Day\text{-}Level} = 845$; $N_{Person\text{-}Level} = 126$.

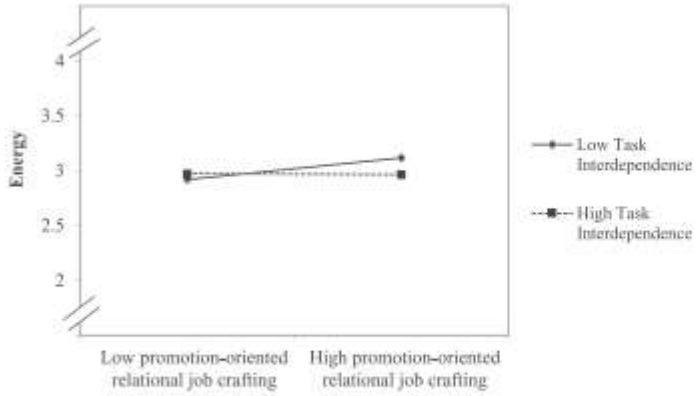
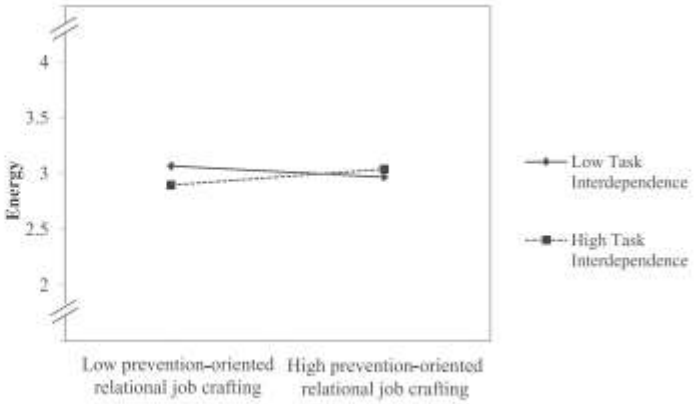


FIGURE 2 Moderating effect of task interdependence on the relationship between promotion-oriented relational job crafting and energy (Study 1). *Note*: Predicted energy is shown, adjusted for model covariates.

FIGURE 3 Moderating effect of task interdependence on the relationship between prevention-oriented relational job crafting and energy (Study 1). *Note*: Predicted energy is shown, adjusted for model covariates.



Levels of Task Interdependence

In partial support of Hypothesis 2, I found that the conditional indirect effect of promotion-oriented relational job crafting on task performance via energy was significantly positive at low levels of task interdependence (indirect effect = .02, 95% CI [.004, .038]), but not at high levels (indirect effect = −.00, 95% CI [−.015, .014]). The index of moderated mediation for this hypothesis was −.012 (95% CI [−.027, −.0002]).

Similarly, in partial support of Hypothesis 4, the conditional indirect effect of prevention-oriented relational job crafting on task performance via energy was significantly positive at high levels of task interdependence (indirect effect = .01, 95% CI [.001, .021]), but not at low levels (indirect effect = −.01, 95% CI [−.025, .003]). The index of moderated mediation for this hypothesis was 0.014 (95% CI [.003, .029]).

Supplemental Analyses

To explore potential synergistic effects between different forms of job crafting (promotion-oriented vs. prevention-oriented) and task interdependence on task performance, I included interaction terms between job crafting forms and task interdependence in the models. These analyses tested the interaction effects in addition to the hypothesized complementary effects of job crafting forms and task interdependence on energy and task performance. I did not find evidence for a synergistic effect of combining job crafting forms with task interdependence on task performance, and the primary findings remain unchanged.

Discussion

This study provides initial support for the theoretical model, demonstrating that the effectiveness of promotion- versus prevention-oriented relational job crafting on energy and task performance is contingent on the relational work design context, specifically task interdependence. The findings reveal that promotion-oriented relational job crafting, where employees seek out or deepen social interactions, was positively related to energy and task performance in low-task-interdependent contexts, but not in high-task-interdependent contexts. This suggests that promotion-oriented job crafting can alleviate feelings of isolation and boost energy levels, especially in environments with less reliance on collaboration and interdependent tasks.

Conversely, prevention-oriented relational job crafting, which involves limiting social interactions, was positively associated with energy and task performance in high-task-interdependent contexts, where employees face greater relational demands. These finding challenges prior assumptions about prevention-oriented job crafting, which is traditionally viewed negatively due to its focus on limiting social engagement. In contrast to its presumed detrimental effects, the study highlights its potential advantages in managing energy in high-task-interdependence environments. However, prevention-oriented job crafting did not show the expected negative association with energy in low-task-interdependent contexts, suggesting that, in certain circumstances, limiting social interactions can help conserve energy without hindering performance.

Moreover, the study's use of experience sampling methods, where daily questionnaires spaced across independent time intervals measured independent variables, the mediator (energy), and the dependent variable (task performance), provides further reliability to the results. This method, which aligns with best practices in experience sampling, strengthens the argument that the effects of relational job crafting on energy and performance vary depending on the work context and the specific task interdependence present.

Overall, the study underscores the importance of context in understanding the impact of relational job crafting on employee performance. It shows that relational job crafting is not universally beneficial but depends on the relational demands of the work environment. The findings challenge previous assumptions about job crafting and offer new insights into how different job crafting strategies—promotion-oriented and prevention-oriented—can be leveraged in distinct work environments to enhance energy and performance.

5. Conclusion and Recommendations

The research enriches the understanding of relational job crafting by exploring its interaction with job design and its impact on task performance through energy. The results underscore the importance of contextual factors, such as task interdependence, in determining the effectiveness of job crafting strategies. While promotion-oriented job crafting can enhance energy and performance in low-task-interdependent roles, prevention-oriented job crafting offers benefits in high-task-interdependent environments by protecting energy reserves. These findings highlight the necessity of considering the specific job design context when implementing job crafting interventions to improve employee performance and well-being.

Recommendations

Based on the study's findings, several recommendations can be made for both employees and organizations to optimize the effects of relational job crafting on performance:

Promotion-Oriented Job Crafting: Employees should seek to enhance their

relational job crafting by actively pursuing new relationships and strengthening existing ones, particularly in low-task-interdependent roles. Organizations can foster these interactions by offering spaces for social connection, both physically and virtually, and encouraging participation in team-building activities.

Prevention-Oriented Job Crafting: In high-task-interdependent roles, employees can manage energy levels by limiting additional relational demands. Organizations should offer support to help employees navigate these relational boundaries effectively. This can include providing resources or flexible work arrangements to minimize unnecessary social interactions.

Tailored Organizational Practices: Organizations should design interventions and workplace environments that cater to both promotion- and prevention-oriented job crafting. This could involve creating opportunities for both formal and informal social interactions, providing training on job crafting strategies, and ensuring that the organizational context supports the specific needs of different roles.

By aligning job crafting strategies with job design contexts, organizations can improve employee well-being, energy, and task performance while reducing stress and burnout.

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