

**Balancing the Main Act and the Side Hustle: Multiple Work Identities and Job
Crafting at the Full-Time Job**

A Doctoral Dissertation
Presented to
The Academic Faculty

By

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In Partial Fulfillment
Of the Requirements for the Degree
Doctor of Philosophy in the
Scheller College of Business

Georgia Institute of Technology
December 2019

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Balancing the Main Act and the Side Hustle: Multiple Work Identities and Job Crafting at
the Full-Time Job

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ACKNOWLEDGEMENTS

The Ph.D program is a long journey. While I am excited about the completion of the program, I do want to acknowledge those who has helped me along the way, in various forms. I want to thank my advisor Dr. David Sluss for his guidance throughout this process, and for his tolerance of many of my mistakes or oversights in the process, without which I could not have come this far. I want to thank my committee, Dr. Dong Liu, Dr. Eugene Kim, Dr. Bradford Baker and Dr. Chad Hartnell, who offered valuable feedback and encouragement and helped me make the dissertation as good as it can be. I also want to thank Dr. Terry Blum and Dr. Christina Shalley for supporting my data collection and conference presentation associated with this dissertation. Furthermore, I want to acknowledge the best peer support one could possibly get from those in my cohort, Amy and Toschia, who always supported me through this long, hard journey and made this process less scary and lonely and more fun. Last but not the least, I want to thank my parents and my wife Melanie for their unwavering support, without which I could not have come so far and finished this dissertation by now.

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SUMMARY

In this study, I examine how organizational members' work identity enhancement between the full-time job and the side job influences their job crafting behaviors at the full-time job. More specifically, I argue that authenticity will mediate this effect, and that workers' identification with the full-time job will strengthen the indirect relationship. Data was collected using multi-wave surveys via online platform. The results indicated that identity enhancement is positively associated with aspirational job crafting. However, authenticity did not mediate the relationship, and, as a result, identification with the full-time job did not moderate this non-significant relationship. Alternative models show that psychological capital holds promise in mediating the relationship between identity enhancement and aspirational job crafting. Furthermore, I found a negative relationship between identity conflict and aspirational job crafting through authenticity. The moderating role of identification with the full-time job received mixed support from alternative models. The results suggest that the structural relationships between multiple work identities may be associated with job crafting behaviors, but the mechanism may be increased level of psychological resources, rather than authenticity.

CHAPTER 1: INTRODUCTION

“Work is the inner expression of our soul, our inner being. It is unique to the individual, it is creative. ---Matthew Fox, *The Reinvention of Work* (1994)

The employment landscape is rapidly changing (Barley, Bechky, & Milliken, 2017). Global competition gives rise to more market-based practice, increasingly rendering vulnerable the social contract between corporations and employees (Bidwell, Briscoe, Fernandez-Mateo, & Sterling, 2013). Meanwhile, the fast advance of technology also brings broader and newer career choices for rank-and-file workers so that they could enrich their work experience and gain greater meaning from work (Anteby, Chan, & Dibenigno, 2016; Petriglieri, Ashford, & Wrzesniewski, 2018). As a result, we are witnessing a rise of “side hustles”, or alternative employment arrangement beyond their full-time employment, such as freelancing, temporary work, contract work and part-time work (Bidwell et al., 2013; Caza, Moss, & Vough, 2017; Kalleberg, 2011; Selenko et al., 2018). However, management research has yet to catch up with the new reality (Sliter & Boyd, 2014; Anteby et al., 2016), with single, full-time employment still as the predominant focus of examination (Boyd, Sliter, & Chatfield, 2016; Guest, Oakley, Clinton, & Budjanovcanin, 2006). Therefore, advancing theories that inform how multiple job holding affects workplace behaviors is crucial for management research to remain relevant and impactful (Anteby et al., 2016; Spreitzer, Cameron, & Garrett, 2017).

Identity Theory (Burke, 1980; Stryker & Burke, 2000) lends itself naturally to the challenge as it helps explain how workers manage multiple work roles. According to

Identity Theory, workers could take on multiple work roles, each of which comes with role expectations formulated in the broader social structure (Stryker & Burke, 2000) and refined through idiosyncratic social interactions and aspirations (McCall & Simmons, 1978). The part of expectations workers internalize becomes the meanings attached to the roles, that is, the workers' identity (Gecas, 1982). Accordingly, multiple work roles manifest in terms of multiple work identities through the internalized expectation-turned meanings people attach to themselves. Previous research suggested that as a root construct (Ashforth, Harrison, & Corley, 2008), identity has great influence on organizational members' workplace behaviors (Dutton, Robert, & Bednar, 2010; Ibarra, 2004), and therefore, the lens of Identity Theory is a promising and appropriate avenue to examine workers' multiple jobs and their effect at workplace.

Previous research hinted that people's work identities could span beyond one job (e.g. George & Chattopadhyay, 2005; Miscenko & Day, 2016; Seale, Neinaber, Price, & Holtgrave, 2018). However, little research has investigated how workers manage multiple work identities across jobs (Caza et al., 2017), and particularly, how the "side hustle" may affect organizational members' workplace behaviors at the full-time job. Existing research on multiple work-related identities generally focuses on multiple work-related identities tied to the same person within a single work domain (e.g. I am a professional and a member of the workgroup; Dibenigno, 2017; Johnson, Morgeson, Ilgen, Meyer, & Lloyd, 2006; Leavitt, Reynolds, Barnes, Schilpzand, & Hannah, 2012). Multiple work identities across jobs differs from these identity combinations in one important way. Compared with multiple work-related identities within the same work domain, work identities across jobs have less permeable boundaries (Ashforth, Kreiner, & Fugate,

2000), both physically (different workplace) and temporarily (one job at a time), thus may not require workers to enact and coordinate all work identities at the same time in a given situation, nor would these identities necessarily be coactivated (co-activation; Blader, 2007). As a result, managing these identities is more about achieving internal self-concept coherence (Caza et al. 2017) than meeting external role demands (Stryker & Burke, 2000). Therefore, this unique character of multiple work identity across jobs calls for an alternative path to theorize about multiple work identities across jobs.

In this study, I focus on workers who engage in side hustles, and directly examine the potential identity enhancement between work identities across jobs. In particular, I specify how such identity enhancement promotes aspirational job crafting (Wrzesniewski, LoBuglio, Dutton, & Berger, 2013) at the full-time job. Job crafting refers to workers' proactive behaviors at work that help shape their work identity through changing work tasks, relations and perceptions (Wrzesniewski, 2003; Wrzesniewski & Dutton, 2001). Previous research (e.g. Wrzesniewski et al., 2013) suggested that workers may engage in aspirational job crafting to explore or achieve their future, ideal work identity (Marcus & Nurius, 1986). I argue that the enhancing relationship between workers' full-time job and side hustle may facilitate such aspirational job crafting in the form of adding challenging job demands (Tims & Bakker, 2010) and building internal contacts (Wolff & Moser, 2009). This process, I further argue, is mediated through greater feelings of authenticity, which is defined in the study as "unobstructed operation of one's true self" (Kernis & Goodman, 2006, p. 294). Moreover, I argue that workers' identification with their full-time job moderates the relationship between authenticity and aspirational job crafting.

In doing so, I aim to make contributions to three bodies of literature. First, the study aims to offer a new theoretical perspective on multiple identity management (Sliter & Boyd, 2014; Selenko et al., 2018). The current theorizing of multiple work-related identities is based on theory of identity co-activation (Blader, 2007; Rothbard & Ramarajan, 2009), which helps explain how workers manage multiple salient work identities at one job (e.g. I am a team leader and I am also Asian), but falls short at explaining situations where the work identities are co-activated, as in the case of multiple job holdings across jobs. Therefore, this relatively new phenomenon may require alternative theorizing and framework to explain it. Moreover, previous research on multiple identity management predominantly focused on the structural relations of multiple identities, such as number of identities (e.g. Thoits, 1986, 1992), patterns (e.g. Roccas & Brewer, 2002), or the separation and integration strategies (e.g. Ramarajan & Reid, 2013), and the effect of such structures on general attitudinal and behavioral outcomes such as satisfaction and performance. Nonetheless, research has long suggested that workers also envision their work identities in the future (e.g. who we want to be; Markus & Nurius, 1986) and proactively pursue those future, ideal work identities (Strauss, Griffin & Parker, 2012). Hence, one important question remains unanswered, that is, how these structural relations of multiple identities inform the work identity exploration or expansion process in workers' search for their future work identity. By examining how enhancing relationships between multiple work identities across jobs affects workers' identity exploration through job crafting, the study aims to offer new, alternative theorizing on multiple work identity management, as well as to advance a process-oriented perspective of multiple identity management, which embeds the

structural relationships of work identities in future work identity construction process. Doing so will complement the structural perspective and lead to a more holistic understanding of the complex relationships between identities.

Second, the study also contributes to the job crafting literature by theorizing about the antecedents of aspirational job crafting as well as proposing specific workplace behaviors that constitute aspirational job crafting. Previous theorizing of job crafting identified its role in facilitating work identity exploration (Berg, Dutton, & Wrzesniewski, 2013; Wrzesniewski & Dutton, 2001; Wrzesniewski et al., 2013), yet the concept still remains largely in abstraction, with very few attempts trying to map out the process in concrete terms. Such incomplete theorizing greatly limits the concept's utilization and potential impact. By theorizing enhancement between multiple work identities as antecedent and identifying concrete behaviors as aspirational job crafting, this study contributes to a more complete and specific process model of aspirational job crafting that future research could more easily access and build upon, thus helping better integrate the job crafting in identity construction process.

Finally, the study also contributes to the literature of authenticity by specifying its role in identity exploration process. Despite the previous incoherent theorizing on the concept of authenticity (Caza et al., 2017), the prevailing conceptualizations of the term all demonstrate its strong root with one's identity (Lehman et al., 2018). Given the strong connection, somewhat surprisingly, then, is the lack of theorizing of the significant role of authenticity in the individual identity processes. Instead, strong emphasis was given to the more peripheral predicting power of authenticity on various attitudes and emotions. Therefore, by situating authenticity in the work identity exploration process and

specifying its central role in mediating the process, this study grounds authenticity more deeply in multiple identity management processes, thus unleashing more of its potential and helping uncover more of its impact.

CHAPTER 2: THEORETICAL BACKGROUND

In this chapter, I will first review and summarize the key literatures regarding multiple identity management, identity exploration and job crafting. Furthermore, I will make the case for authenticity as the link between relations among work identities and identity exploration, while emphasizing job crafting as a channel of work identity exploration.

2.1 Identity Enhancement

People's self-concept is as complex as the environment in which they are situated (Linville 1987; Markus & Wurf, 1987). Workplace is one such complex environment. To start with, the content of work-self may contain work identities from various sources. The answer to the question 'who am I' at work may reveal workers' individual characteristics (James, 1890), workplace relationships (Sluss & Ashforth, 2007), work group or organization affiliations (Tajfel & Turner, 1979) and the various roles they play at a certain group or organization (Burke, 1980). Besides the current work identities, workers may also have several possible selves that they aspire to achieve at work, such as future work selves (who I want to be at my work in the future; Strauss, Griffin, & Parker, 2012; Marcus & Nurius, 1986). Therefore, to have a comprehensive framework of multiple work identities encompassing all elements is extremely difficult.

To reduce the complexity of analysis, I will focus on the multiple work identities originated from organizational members' work roles and the enhancing relationships they have with one another. Furthermore, I adopt Identity Theory (Burke, 1980, 1991) as the guiding theoretical framework, recognizing its theoretical fit with identity exploration

(Caza, Vough, & Puranik, 2018; Leary & Kowalski, 1990). Accordingly, work identity refers to the internalized meanings, norms and expectations associated with the work role that tie to a person's job content (e.g. I am an Uber driver, or I am a graphic designer; Stryker & Burke, 2000).

Research on the pairwise relationships of identities mostly examines the relationship in terms of conflict and enhancement (Caza & Wilson, 2009; Ramarajan, 2014), with a heavy focus on conflict (Ramarajan, Berger, & Greenspan, 2017). Compared with identity conflict, identity enhancement has received far less scholarly attention (Ramarajan, Berger, & Greenspan, 2017). However, the existing theorizing on identity enhancement points to the common mechanism of increased resources (Dutton et al., 2010; Rothbard & Ramarajan, 2009; Freese & Burke, 1994; Stets & Burke, 2014). Here resource refers to “anything that supports individuals and the interactions of individuals” (Burke & Stets, 2009: 99). This definition aligns with Hobfoll (2002)'s concept of resource as means to an end but is more specific for identity processes. Anything that facilitates identity enactment and verification is considered a resource. Note that a broadened definition of resource includes both physical or material resource and intangible resource such as energy, emotion, self-efficacy, self-worth and authenticity (Burke & Stets, 2009).

Research has long suggested identity as resources and that these resources could be transferred from one identity to another (Callero, 1994; Thoits, 1983). Thoits (1986) argued that having multiple identities should give people more resources since more identities offer more meaning and guidance in life to prevent anxiety and depression, and that resources offered in one identity could be used to enhance performance in other

identities or buffer the setback from failures in other identities (Greenhaus & Powell, 2006; Linville, 1987; Thoits, 1983;). Edwards and Rothbard (2000) advanced the notion of spillover between work and family roles, further dissecting the potential influence of one identity to another identity. Spillover refers to the process where performance in one domain affects that of another domain through the transfer of resources such as mood, value, skills and behaviors, which makes the performance in the domains similar. Rothbard (2001) showed that engagement in one identity domain could indeed lead to engagement in another identity domain. Greenhaus and Powell (2006) further articulated the mechanism of work-family enrichment through direct, instrumental channels where resources gained from one identity could be readily used in another identity; and indirect, affective channels, where the positive affect resulting from one identity affecting another identity. Both the direct and indirect paths point to the role of resources being transferred from one domain to another. In sum, previous theorizing firmly establishes that multiple identities across domains could enhance one another through the transfer of resources.

Beyond the benefits of multiple identities across domains, multiple identities within the work domain could also be mutually enhancing. Bell (1990) suggested that certain degrees of integration of family roles at work may open doors for more social resources through expansion of networks. Similarly, Ely and Thomas (2001) found that organizational members who utilize their racial and professional identities at the same time could enhance their performance. Towards this point, Rothbard and Ramarajan (2009) suggested that identity co-activation may not lead to identity conflict, but positive outcomes instead, if the identity structures are complimentary. Caza and Wilson (2009) further articulated the potential positive effect of work identity complexity, when people

have multiple, non-overlapping work identities. They argued, from the perspective of identity theory, that having multiple work roles provide organizational members with different schemas or scripts to use, so that the organization members could respond to a broader variety of situations. Furthermore, organizational members may also incorporate scripts of one identity to another identity, so that the latter identity could be more positive for the organizational members (Pratt, Rockman & Kaufman, 2006). It is worth noting that, as promising as it is, the theorization of multiple work identities is still confined to those combinations of identities in one workplace.

Past research in multiple job holding also showed that having multiple jobs may be enriching for organizational members. For example, Raffel and Groff (1990) argued that for some “side hustlers”, the extra job could provide extra meaning for them and extend their interest. Sliter and Boyd (2014) posited that, for some workers, the extra job fulfills their calling (Dik & Duffy, 2009), thus help them achieve their ideal self (Markus & Nurius, 1986) or revive their alternative self (Obodaru, 2012) and alleviate the pressure for the main job to fulfill the void. Towards this vantage point, Sappa, Boldrini and Aprea (2015) found that public school teachers who took a second job could use the second job as a distraction from the burden and stress at the main teaching job. More recently, Caza and colleagues (Caza et al., 2017) found that synchronizing and harmonizing the work identities from their main jobs and extra jobs could lead to identity synergy. All the above research suggests that the extra work identity from extra jobs could serve as identity-based resources for organizational members and enhance their identity performance in the main job.

2.2 Identity Exploration Through Job Crafting

Given the potential relationships between multiple work identities, it is not surprising that managing multiple identities has received a great deal of research attention. However, most research has focused on the structural aspect of multiple identities (i.e. how one identity relates to another and what relationships are beneficial; Ramarajan, 2014; Miscenko & Day, 2016). This view is rather limited as it provides only a snapshot of the multiple identities involved but neglects workers' agentic process to constantly cultivate their identities (Caza et al., 2018; Snow & Anderson, 1987). Instead, if we view managing multiple identities as an interactional negotiation process (e.g. Ramarajan & Reid, 2013; Reid, 2015), we could also approach from the perspective of identity verification, that is, how people seek verification of their identities at the presence of other identities (Swann, 1983; Swann & Buhrmester, 2003). Such attempt opens up a new avenue of inquiry of multiple identities beyond structural relations among identities.

2.2.1 Identity Verification

The concept of identity verification is rooted in the Self-Verification Theory (Swann, 1983, 1987). The theory is based on the core assumption that people crave self-coherence across time and situations to make sense of their existence and their experience (Swann, Renfrow & Guinn, 2003). To achieve the self-coherence, during interactions, people enact their role identities in ways that conform to the internal norms and expectation and hope that the interaction partners could confirm their identities (Markus, 1977; Stryker & Serpe, 1994). Therefore, the self-verification process is also an attempt to align the interaction partners' perceptions with one's internal identity expectations. Success of verification would grant workers more resources that are attached to the work

roles (Freese & Burke, 1994; Burke & Stets, 2009). Failure of verification could render certain resources attached to the role (e.g. power, autonomy, etc.) inaccessible to the workers, preventing them from enacting the roles and fulfill the role expectations. Note that identity verification is the core process in the Identity Theory, and targets of verification include both the identities one currently claims, or identities that one wishes to claim in the future (Ibarra, 1999). In this study, I emphasize the role of verification in validating future work identities as part of the identity exploration process for organizational members, while acknowledging that verification is not confined as such.

Burke & Stets (2009) argued that there are two paths to achieve verification, or to reduce or close the discrepancy (Swann & Buhrmester, 2003). The first path is to change the external environment (e.g. through interaction, etc.) so that the identities are reinforced by meeting expectations visible in the environment, while the other path is to cognitively change the relational others' perception about the current identity enactment so that the gap disappears in the eyes of the interaction partner. Since I am focusing on how verification of work identity impacts workplace behaviors, I will examine how organizational members change the environment to bring reality in line with their own identities.

Self-Verification Theory identified three broad strategies workers could adopt to change the environment (Swann & Buhrmester, 2003): selective interaction, display of identity cues and interpersonal prompts. First, people who want to verify their identities may strategically seek out interaction partners who are likely to confirm their identities. For example, Swann, Pelham and Krull (1989) found that people are more willing to interact with evaluators who confirm their own self-views. At workplaces, it follows that

workers who try to verify their work identity should be more likely to seek out others who have good knowledge of the worker's work identity. The second strategy involves displaying identity cues for others. Identity cues refers to those symbols signaling that a worker is meeting the identity expectations (Wicklund & Gollwitzer, 1982). These cues could be objects or behaviors that make the person "look or act the part" (Swann & Buhrmester, 2003: 409). As each role is prescribed with a set of expectations, we should expect role appropriate behaviors from organizational members as identity signals. For the behaviors to be adequate to convince others, workers may deploy the third tactic, interpersonal prompts. Interpersonal prompts are behaviors that are more intensified or exaggerated to solicit confirming feedbacks from interaction partners (Bolino, 1999; Swann, 1983). To make the behaviors stand out, workers may increase the intensity of the behaviors to surpass the normal level. Swann and Hill (1982) demonstrated that leaders who receive self-disconfirming feedback regarding their leadership style showed higher level of behavioral intensity to "double down" on those attributes desired to be verified.

Since, in verifying their identities, workers strive to enact the identities according to their own definitions of those identities, their self-perceived authenticity (Caza et al., 2017), or the congruency between their expected identity standards and expectations and their behaviors, will serve as an important barometer to gauge how close they are from their currently desired self-image (Lehman, O'Conner, Kovacs, & Newman, 2018), and as an engine to continuously cultivate their desired self-images for the future (Burke & Stets, 2009; Freese & Burke, 1994). Next, I will explain more in detail the role of authenticity in facilitating identity-oriented behaviors at work.

2.2.2 Authenticity

Authenticity has been the subject of discussion and debate throughout human history (Tackney, 2018). Trilling (1971) posited that authenticity is being true to one's self to avoid being false with others. Kernis (2003) referred to authenticity as "the unobstructed operation of one's true or core self in one's daily enterprise" (2003:13). Furthermore, Kernis & Goldman (2006) argued that authenticity comprises of four distinct aspects: awareness, unbiased processing, action authenticity and relational authenticity. Although each definition is slightly different from others, what is common across all definitions is that authenticity means alignment between one's internal value and external expression (Lehman et al., 2018). Since organizational members' work identities provide internal values that guide their behaviors (Burke, 1980), authenticity could also be conceived as the consistency between one's identities and behaviors (English & John, 2013; Roger, 1961). In the current context of multiple work identities, it refers to whether workers' behavioral expression of their work identities aligns with what they wish the work identities are. Note that the theorizing about authenticity centers on the "self", or the networks of identities that make up the self-concept (Linville, 1987; Marcus & Wurf, 1987), rather than a specific identity. As such, authenticity is regarded as a global judgment of being true to the self, not necessarily the mere assembly of local judgment of each identity.

Authenticity is important for workers in many ways. Previous research has well documented the benefits of feeling authentic, from attitudinal outcomes such as positive emotions (Wood et al. 2008), increased self-esteem (Heppner, Kernis, Nezlek, Foster, Lakey, & Goldman, 2008), better work engagement (Cable, Gino, & Staats. 2013) to

better interactions (Baker, Tou, Bryan, & Knee, 2017), better hiring outcomes (Moore, Lee, Kim, & Cable, 2017) and general wellbeing (Schlegel & Hicks, 2011). Feeling authentic may be particularly crucial for workers with less recognized or approved identities. For example, Martinez, Sawyer, Thoroughgood, Ruggs and Smith (2017) found that for transgender employees, being able to express their sexual identity and be authentic leads to higher satisfaction and P-O fit. Similarly, Bell (1990) found that being able to rely on minority racial identity lead to increased performance. As having part-time jobs outside a full-time employment may be misunderstood (Caza et al., 2017), authenticity may be especially important for these multiple job holders. On the contrary, feeling inauthentic may bring detrimental outcomes for workers. For example, Goldberg and Grandey (2007) found that inauthenticity could lead to emotional exhaustion, while Sloan (2007) suggested that behaving inauthentically could lead to negative emotions. English and John (2013) found that inauthenticity also mediates the relationship between one's emotional suppression and reduced social functioning. Moreover, Gino, Kouchaki and Galinsky (2015) found that feeling inauthentic produces the feeling of impurity.

Previous research suggested that autonomy is one critical precursor to authenticity (Heppner et al., 2008; Lehman et al., 2018). To this point, Yagil and Medler-Liraz (2013) found that psychological autonomy (natural emotions, self-determination and spontaneity) did lead to authentic behaviors. Similarly, English and John (2013) found that suppressing one's true emotions could also produce negative impact on authenticity. Since success in verifying one's identity means that one could enact the identity with autonomy, authenticity is therefore a function of verification of identities (Burke & Stets, 2009). Van den Bosch and Taris (2013) further argued that those who feel authentic

could live more fully in accordance with their identity, thus may perceive more autonomy. Therefore, feeling of autonomy and feeling of authenticity may facilitate one another.

From the resource perspective of identity (Burke & Stets, 2009; Callero, 1994; Freese & Burke, 1994), this relationship between autonomy and authenticity means two things. For those who do not feel authentic, they have not yet had their identities verified and therefore do not have full autonomy in enacting the identities, hence they may feel like focusing on confirming the current identities so that they could access the attached resources. For those who feel authentic, after having their current identities verified, they have more autonomy to access the resources and enact the identities, so they could free up resources to explore their future work selves and are more likely to utilize the resources gained from authenticity for the exploration (Burke & Stets, 2009) for which they will seek verification again. Given the dynamic and fluid nature of identity (Snow & Anderson, 1987; Watson, 2008), identity verification is not a one-time episode, but a recurring theme as workers continue cultivating their work identities.

2.2.3 Job Crafting

As previously mentioned, people may verify their work identities through selecting interaction partners, displaying identity cues and staging interpersonal prompts (Swann & Buhrmester, 2003), which involves modifying workplace behaviors and relationships. Since one's job consists of a constellation of tasks and relationships (Ilgen & Hollenbeck, 1992) and one's work role identity is closely tied to the job (Caza & Wilson, 2009), one of the most direct and accessible ways to verify their work identities,

current or in the future, is through modifying their jobs, or job crafting (Wrzesniewski & Dutton, 2001).

Job crafting is formally defined as “the physical and cognitive changes individuals make in the task or relational boundaries of their work” (Wrzesniewski & Dutton, 2001: 179). According to this definition, workers initiate job crafting in three ways (Berg, Dutton & Wrzesniewski, 2013; Wrzesniewski et al., 2013). First, workers may change the boundaries of the job task, such as adding or redesigning their job tasks. Second, they may choose to modify the boundary of relationships involved with a particular job, such as creating and maintaining relationships with selective others. Third, they may also alter the boundary of their cognition towards the job, such as reframing the job or redefining the jobs. Although workers may choose to engage in all three types of job crafting, since the study’s focus is on workplace behaviors, I will concentrate on the task and relational aspect of job crafting. More specifically, I will concentrate on one particular job task boundary changes that could facilitate work identity exploration: adding challenging job demands (Tims, Bakker, & Derks, 2012); moreover, I will focus on one particular type of job relationship boundary changes: building internal contacts (Wolff & Moser, 2009). These workplace behaviors are not all branded specifically as job crafting behaviors, yet they align with the spirit of job crafting in the original theorizing of Wrzesniewski and Dutton (2001). I will further dissect each of these workplace behaviors in the next section and illustrate how organizational members could utilize these behaviors to facilitate their future work identity exploration.

Most research on the effect of job crafting has been on the materialistic or attitudinal outcomes, such as work performance or work engagement (Wrzesniewski et

al., 2013). However, such approach does not test the core assumption of job crafting. In the original theorizing (Wrzesniewski & Dutton, 2001), organizational members are motivated to engage in job crafting because their innate desire to construct positive work identities (Dutton et al., 2010; Gecas, 1982). These positive identities represent what people aspire to be at work (Markus & Nurius, 1986; Higgins, 1987). These desired identities serve as powerful incentive for people to engage in goal pursuit behaviors to claim and verify these work identities (Burke, 1991). As identities need to be verified before people actually “own” them (Swann, 1983), people need to strategically present the identities. Wrzesniewski and Dutton (2001) argued that people could do so by altering tasks or relationships at the job. For example, Berg, Grant and Johnson (2010) showed how employees bring their unfulfilled occupational calling into their main job by changing and redesigning their job content and relationships at work. Identity construction through job crafting is possible because role scripts are not fixed in a given social structure. Although roles are somewhat prescribed by the broader social structure, personal agency could also help workers use roles to alter or create structures (Callero, 1994; McCall & Simmons, 1978). Although organizational members are expected to carry out the role expectations at work (Stryker, 1987), they could also deviate from the norm and renegotiate the role expectations (Kreiner, Hollensbe, & Sheep, 2006; Thoits & Virshup, 1997). Through job crafting effort, organizational members signal to the interaction partners about who they want to be and try to have the interaction partners validate this desired identity.

As workers’ work or career aspiration changes (Ibarra, 1999; Ibarra & Barbulescu, 2010), the work identities that motivate them to engage in job crafting may

change accordingly. Job crafting could be based on both desired work identities for now as well as hoped-for, future work identities (Strauss et al., 2012). For the former, the goal is to align the current work tasks and relationship with the desired self for the moment to bridge the self-discrepancy (Higgins, 1987). For the latter, the goal is to reorient and redesign tasks and relationships to explore and facilitate the future work identities (Strauss et al, 2012). Wrzesniewski and colleagues (Wrzesniewski et al., 2013) referred to these two type of job crafters as “alignment crafter” and “aspirational crafter” respectively (p. 296).

More specifically, aspirational job crafting originates from workers’ desire to expand or alter their work identity in order to get closer to their ideal work self. As the work environment constantly changes in drastic or benign ways, so do workers’ own experiences of their working self-concept (Markus & Nurius, 1986), and their aspirations for the future. Therefore, this future work identity could always serve to motivate workers to change their task or relationship structures of their job to achieve this more preferred version of what they could be. In this pursuit of future work identity, one of the most important factor is whether workers feel they have discretion and autonomy to do what they want to do and how they do it at their job (Wrzesniewski & Dutton, 2001). Higher level of autonomy and discretion will motivate workers to engage in crafting their jobs and explore their future identities in many directions. If obstacles and restrictions are present while the workers try to operate their true self at work, then they are less likely to make effort to envision and craft their future work identities. Rather, they may feel the need to address the deficiency in the discretion to be who they are at the moment.

Therefore, feelings of authenticity, that is, unobstructed operation of one's true self (Kernis & Goldman, 2006) may inspire people to focus on the future and engage in job crafting to explore future work identities. More specifically, in this study, I will argue that the complementary structure of multiple work identities resulting from organizational members' work identity enhancement between one's full time and side hustle will increase workers' feelings of authenticity, which will motivate them to engage in aspiration focused job crafting at their full-time job to explore their future work identities. The next section will illustrate the specific hypotheses.

CHAPTER 3: HYPOTHESES DEVELOPMENT

In this section, I will articulate the hypotheses in this study. More specifically, I will first argue that enhancement between one's work identities at the full time and side hustle is positively associated with one's feeling of authenticity (H1). Then I will argue that increased authenticity is associated with job crafting that focuses on seeking new challenges in job tasks (H2) and expanding one's network of work relationships (H3). Moreover, I will argue that feelings of authenticity mediate the relationships from identity enhancement to job crafting strategies (H4 & H5). Finally, I argue that workers' identification with the fulltime job moderates the relationships between identity conflict and enhancement on job crafting strategies through authenticity (H6a & H6b). The full proposed model is presented in Figure 1.

3.1 Work Identity Enhancement and Feelings of Authenticity

Previous research indicated that having multiple work identities might be enhancing for organizational members. Considering multiple identities altogether, they could serve as anchors in life and provide more guidance and structure into the organizational members' life (Thoits, 1983). Moreover, having multiple work identities could diffuse and alleviate the performance pressure on single identities as setbacks in one identity could be buffered with satisfaction with another identity (Greenhaus & Powell, 2006). From this vantage point, having a side hustle beyond a full-time job could

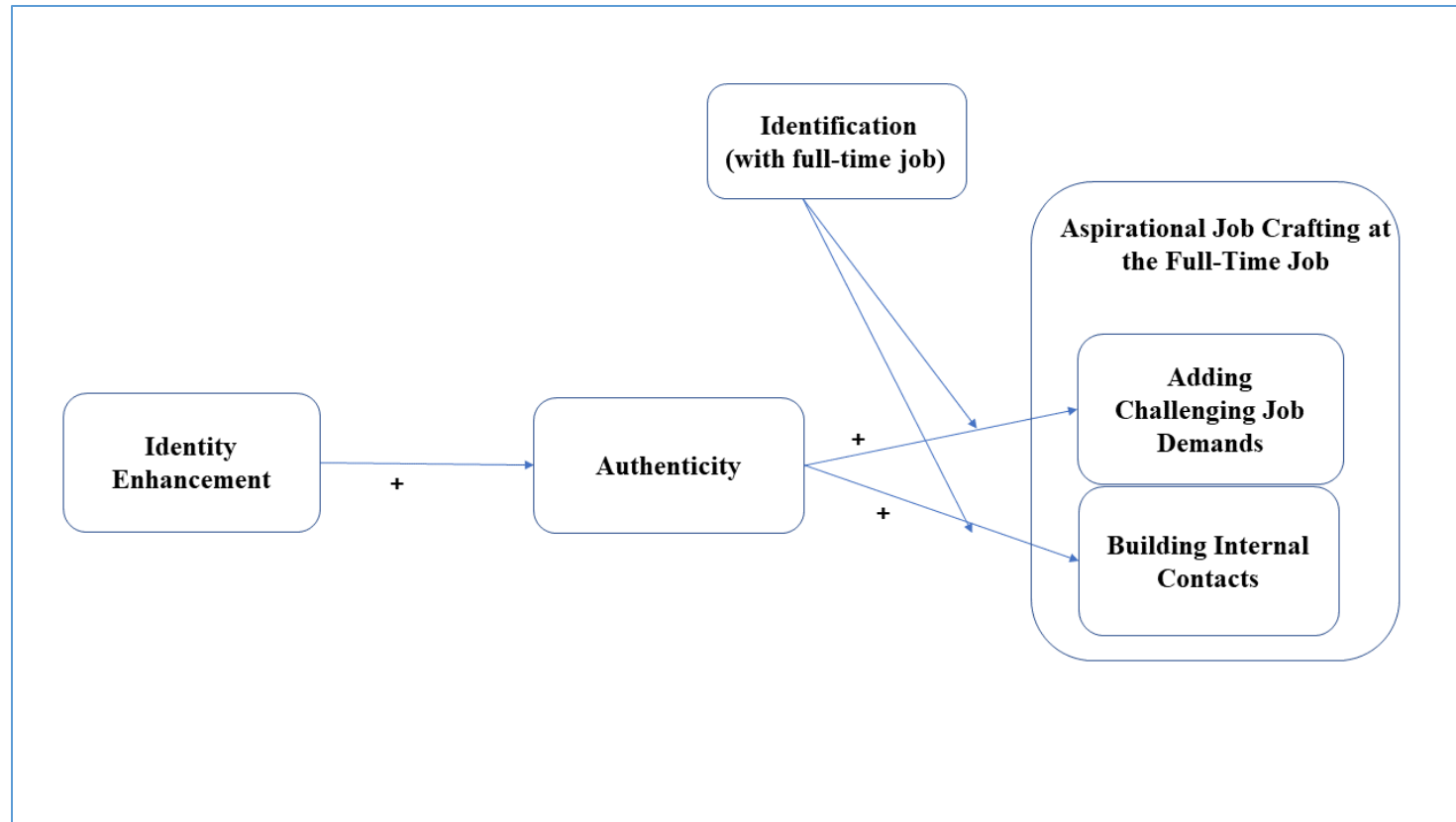


FIGURE 1 THEORETICAL MODEL

provide more meaning from work for the organizational members (Caza et al., 2017; Sliter & Boyd, 2014). This extra meaning making may help fill the void of aspirations or callings that were not fulfilled through the full-time job (Berg et al., 2010). As a result, organizational members could better perform their role at the full-time job, being able to focus more on what the role actually is and can be, rather than a very idealistic or even unattainable picture of what they want the role to be. Therefore, organizational members could enact the role at the full-time job with more autonomy and at the same time perceive better alignment between what they do and who they are, thus a stronger feeling of authenticity.

Furthermore, the enhancing effect may also take place through mechanisms between identity pairs, as is the case of having a side hustle beyond a full-time job. Through the process of transferring (Greenhaus & Powell, 2006; Rothbard, 2001), resources gained from one identity could be transferred to another identity, such as more connections to broaden their network (Dutton et al., 2010), and more tools or skills for problem solving (Bell, 1990; Caza & Wilson, 2009; Rothbard & Ramarajan, 2009). Even for reluctant side hustlers (Raffel & Groff, 1990), they could still use the extra money as resources to supplement the meager salary from the full-time job (Sliter & Boyd, 2014), in order to lift some pressure off themselves so that they could focus more on the full-time job.

Therefore, this complementary structure of these multiple work identities may provide valuable resources to the workers and alleviate pressures or loosen constraints in their daily work life, which enable the workers to be who they think they are and operate

their work identities according to their own definition, thus making people feel more authentic. Thus,

Hypothesis 1: Identity enhancement (between the full-time and side job) will be positively associated with authenticity.

3.2 Feelings of Authenticity and Job Crafting

As authenticity indicates the extent to which one's external behaviors meet the internal identity standard (Kernis, 2003; Wood et al., 2008), it informs organizational members whether they need verification to narrow the discrepancy between the two (Burke & Stets, 2009). Moreover, as organizational members adjust their behaviors and focus for the next steps based on the feedback they receive from the environment (Burke, 1991; Powers, 1975), different levels of felt authenticity may motivate organizational members to adopt different behavioral strategies that aim at different identity goals. Since workers may have dual focus on their current work identity and on their future work identity, changes in the felt authenticity level may serve as a switch to divert more resources to a particular focus. As a result, they may engage in job crafting of different focuses (Wrzesniewski & Dutton, 2001; Tims et al., 2012) to reshape their job tasks and work relationships with the aim of verifying the current work identity (Wrzesniewski et al., 2013) or exploring future work identities (Strauss et al., 2012).

More specifically, when organizational members feel a higher level of authenticity, they may feel less need for verification of their current identities, since a higher level of authenticity indicates to them that they have better alignment between the internal role identity standards and external role performance. Furthermore, they may also be able to acquire more resources (Freese & Burke, 1994; Burke & Stets, 2009) from

having more autonomy to exercise and enrich their role identity due to the heightened sense of authenticity (van den Bosch & Taris, 2014). As a result, they may have more motivation and resources to shift the identity goals towards designing and exploring future work identities (Ibarra, 1999; Strauss et al., 2012). Therefore, they may be focusing more on aspirational job crafting (Wrzesniewski et al., 2013). Through altering task and relationship boundaries, organizational members may explore the possibility of and subsequently design their job to reflect their hoped-for, ideal work identity in the future.

In terms of job tasks, since organizational members do not need to worry as much about upholding the current identity standard, they may use the extra resources to redesign the work content, in a way that provides them with more meaningfulness (Wrzesniewski et al., 2003) and facilitates a more positive work identity (Dutton et al., 2010), one that is closer to their ideal selves (Marcus & Nurius, 1986). According to Berg and colleagues (Berg et al., 2013), workers could add, drop or redesign their current job tasks to make the task more meaningful and instrumental to the desired identity. While workers could theoretically engage in all three types of task crafting, I argue that they are more likely to add new tasks to the existing role description than to drop or redesign the job tasks. First, since the heightened sense of authenticity grants workers more resources, they could better fulfill the role expectations. Therefore, they do not have the urgent need to drop the tasks that they do not like. Second, although more resources mean more autonomy to exercise the identity (van den Bosch & Taris, 2013; Freese & Burke, 1994), it is still a risk to alter the current tasks because the current tasks are what interaction partners understand as part of the current work identity. By bluntly violating the identity

standards, organizational members may incur pushback (Greenhaus & Beutell, 1985) that harms the verification of the current identity and distracts them from exploring their future work identities. In contrast, adding tasks is pushing the outer limit of the task boundary, while retaining all the content that is currently agreed upon. Therefore, it will involve less risk in this regard. Moreover, as Wrzesniewski and colleagues (Wrzesniewski et al., 2013) argued, adding more skills may prove more beneficial in the long run.

More specifically, I argue that individuals with a stronger feeling of authenticity would add more challenging job demands into their task content to craft more meaning into their work identity. Tims, Bakker and Derks (2012) argued that adding challenging job demands increases intellectual stimulation and also motivates organizational members to develop more knowledge and skills, both of which could lead to more growth (Wrzesniewski & Dutton, 2001) and work engagement (Crawford, LePine, & Rich, 2010). More importantly, the derived meaning and meaningfulness (Wrzesniewski et al., 2003) from the challenging tasks will feed into organizational members' own identity project and become part of the future work identity. Even if workers fail at one challenge, they could still attempt to try another one of the provisional selves (Ibarra, 1999), until they find the ones that fit in with their own identity narrative (Ibarra & barbulescu, 2010). Thus:

Hypothesis 2: Authenticity will be positively associated with adding challenging job demands (at the full-time job).

In terms of work relationships, because of the newly gained resources from feeling of authenticity and the autonomy to wield the resources, organizational members

are able to explore more of the relational boundaries of the work role as well. As the identity goal is shifted more towards the future work identities, the relationship crafting will also shift from a present, aligning orientation to a future, explorative orientation (Wrzesniewski et al., 2013). In this regard, research suggests that organizational members may benefit from creating new relationships (Berg et al., 2013). Forming new relationships could expand a person's network and connect people to more opportunities and resources (Granovetter, 1977; Dutton et al., 2010). Moreover, the newly formed relationship could also supplement more meaning to one's work identity (Wrzesniewski et al., 2003; Tims et al., 2012) and cast new light to one's cognitive representation of their job (Wrzesniewski & Dutton, 2001), potentially enriching the work identity and enhancing the possibility of career success (Wolff & Moser, 2009).

Moreover, I argue that workers will focus more on creating new relationships internally within one's working network. Although new, external connections could also benefit the workers, internal relationships are more closely related to the job at hand, thus more instrumental to developing and exploring the work identity than external relationships. Wolff and Moser (2006) referred to this type of networking behavior as building internal contacts, such as meeting and connecting new people from other departments or areas within the organization. Thus:

Hypothesis 3: Authenticity will be positively associated with building internal contacts (at the full-time job).

At this point, I articulated the link from work identity enhancement to authenticity and from authenticity to two types of aspirational job crafting behaviors. To maintain a positive self-concept, organizational members need to be ambidextrous, focusing on both

verifying the current identities (Sveningsson & Alvesson, 2003; Burke, 1991) and developing and experimenting new, future identities (Ibarra, 1999; Pratt, Rockman, & Kaufman, 2006). In this system of dynamic focuses, identity enhancement functions as a unique signal, through self-perceived authenticity, for organizational members to alter their identity focuses towards identity exploration. Changes in enhancement brings recurring episodes of broadening or narrowing the discrepancy between internal identity standard and external identity expression, which shifts organizational members' identity focus back and forth between the present and the future, creating and recreating their work identities in the process. Thus:

Hypothesis 4: Authenticity mediates the association between identity enhancement and adding challenging job demands.

Hypothesis 5: Authenticity mediates the association between identity enhancement and building internal contacts.

3.3 The Moderating Role of Identification with the Full-Time Job

Thus far, I have only explored organizational members' work identity at the full-time job as it relates with the work identity at the side hustle. Nonetheless, not all identities are equal to the focal organizational member (Stryker & Burke, 2000). In particular, identities differ in how important they are for the organizational members' overall self-concept (e.g. how important being a researcher means to me). The concept of identification captures the value, motivations and various emotions assigned to a particular identity by the focal organizational members (Ashforth, Harrison, & Corley, 2008). The stronger organizational members identify with their full-time job, the more crucial and central this work identity is to the organizational members' self-concept. As such, organizational members may be more focused on and motivated to explore those

work identities that are deemed more crucial and central to them than they would with the less important and more peripheral work identities.

Therefore, if organizational members identify strongly with the work identity at the full-time job, they are likely to be more sensitive about the feedback they receive pertaining to this identity and more willing to further develop this identity. A given level of authenticity, hence, may trigger stronger motivations and more resource allocations to explore the future work identity than if they do not identify as strongly with this work identity. Therefore, we could expect them to engage in job crafting behaviors to further their identity exploration effort. On the other hand, if the organizational members do not identify strongly with the full-time job, they may utilize the newly gained resources from authenticity to help develop other identities they hold dearer and more central to their self-concept. As a result, they may not engage in job crafting at the full-time job or they will craft their jobs in other ways to facilitate their own identity goals.

Accordingly, at the same time, a given level of identity enhancement would also have a stronger association with the respective job crafting strategies through authenticity. In one extreme, if the work identity at the full-time job means a lot to organizational members' own self-concept, they may see the identity enhancement from having the side hustle as providing more opportunities for them to further develop their work role identities at the full-time job. Therefore, they are more motivated to utilize the job crafting strategies available to them to explore their future work identities. On the other hand, if this work identity at the full-time job means very little to the organizational member, he or she may care very little about exploring future work identities associated

with the current full-time job. Accordingly, identity enhancement may have little impact on the subsequent aspirational job crafting strategies through authenticity. Thus:

Hypothesis 6a: Identification with the full-time job will moderate the association between identity enhancement (between the full-time and the side job) and adding challenging job demands at the full-time job through authenticity (Hypothesis 4), such that the association will be stronger, the stronger organizational members identify with their full-time job.

Hypothesis 6b: Identification with the full-time job will moderate the association between identity enhancement (between the full-time and the side job) and building internal contacts at the full-time job through authenticity (Hypothesis 5), such that the association will be stronger, the stronger organizational members identify with their full-time job.

CHAPTER 4. METHOD

4.1 Survey Procedure

I tested the model using three waves of surveys. In the first wave, I collected data on the identity enhancement and demographic variables. In the second wave, I surveyed participants about their authenticity, identification with the full-time job and control variables. In the third wave, I surveyed participants about their job crafting strategies of adding challenging job demands and building internal contacts.

The survey was administered with two weeks in between each wave. The length of survey gaps was chosen for two reasons, First, since the survey was entirely composed of self-report measures, to mitigate common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), the survey gap length needed to be long enough so that result from one wave did not affect the result in the next wave through common data source (e.g. consistency motif or illusory correlations, etc.). Second, the gap in between the phases cannot be too long either in order to reduce the chance of noise and attrition.

4.2 Sample

The working population with a full-time job and side jobs is a smaller and more particular set of workers than the general public. Moreover, there is a lot of variation in what industries the side jobs are in, let alone where the workers come from, with regard to their full-time jobs. Therefore, traditional field data collection method of getting data from one or a few sites may not be efficient or conducive to capture the broad variety of

“side hustles”. In order to get a large enough sample size, with large enough variation in their occupations and career aspirations, I would need to seek out platforms or pools of subject from which I could access such diverse groups of participants. Therefore, I chose an online platform, Amazon Mechanical-Turk (Buhrmester, Kwang, & Gosling, 2011) to complete the data collection, due to its wide accessibility to the public and the possibility to target people who engage in side hustles in a cost-effective way. Recent research on multiple job holding indeed suggested that Mechanical-Turk samples are appropriate in this context because many of the participants on the platform hold multiple jobs and / or understand the situation of multiple job holding (Ramarajan, Rothbard, & Wilk, 2017). Moreover, I asked participants a broad set of demographic questions and later examined their responses to detect any potential biases in the demographic composition.

To be eligible, participants had to be 18 years of age or old and have full-time employment while having at least one side job (defined to the participants as part-time, temporary or contract work). At wave 1, 578 participants were retained, out of 600 collected (I had to delete unusable data, such as large number of missing answers or filler answers; same below). At wave 2, 440 subjects were retained (76% retention rate). After wave 3, 364 subjects were retained (83% retention rate). Overall, I was able to retain 63% of participants across three waves, which is acceptable considering the online platform nature and the two-week intervals between each wave. Moreover, after deleting people who failed at least one attention check question in each survey, the sample size decreased from 364 to 330 (about 10% decrease). Of all the variables used in the analysis later, all have 330 responses, except age, which only recorded 327 responses and education, which recorded 329 responses.

The final sample for analysis consists of 330 working adults (52.1% male) with an average age of 36.31 ($SD = 9.78$). The racial composition was Caucasian leaning. 71.2% of participants self-identified as white, 10.9% black or African American, 7.6% Hispanic, 7% Asian, 1.2% Native American and 2.1% as other ethnicities. Moreover, all participants graduated high school, 50.5% have bachelor's degree and 15.2% have master's degrees and above. Considering that only 33.4% adults 25 years and older hold a bachelor's degree in the US during the last census (The Hill, 2017), the sample was better educated than the general public. Moreover, 36.6% participants reported household income below \$50,000, 26.6% had household income between \$50,000 and \$70,000, and 37.2% had income higher than \$70,000. Given the \$61.372 medium household income in the US during the last census (USA Today, 2018), the sample roughly reflected the average household financial situation. Lastly, 39.7% of participants had never married, and 48.5% were married at the time of the study, which roughly matched the marriage rate of 50% in the U.S. (Pew Research Center, 2017). Overall, the retained sample did not appear to deviate significantly from the average demographic patterns in the public.

Furthermore, I ran the attrition analysis following Goodman and Blum (1996) to verify whether the attrition from study was nonrandom. I used multi-nominal logistic regression on SPSS 24. I number coded groups with different completion patterns (only first survey completed, first two surveys completed, or all three surveys completed) as dependent variables. Demographic variables, as well as identity enhancement and identification with the full-time job were entered as independent variables. The result showed that identity enhancement and identification with the full-time job were not significant predictors in completion pattern. Moreover, none of the demographic

variables was a significant predictor of attrition, except ethnicity. Detailed cross-tab analysis showed that Asians and Hispanics were more likely to complete all three surveys than other ethnicities (75% and 70%, respectively). In contrast, 64% of Caucasian participants and 48% of black or African American participants completed all three surveys. In later analysis, I controlled for ethnicity when testing the model. Although ethnicity was significant predictor in some models, the result pattern did not change whether I included ethnicity or not. Therefore, the nonrandom attrition due to ethnicity should not pose serious threat to the validity of the result.

4.3 Measurement

Unless otherwise noted, all variables in the survey were measured on a 7-point Likert scale ranging from 1 = “Strongly Disagree” to 7 = “Strongly Agree.” Full scales of variables are included in Appendix A.

Identity Enhancement. Identity enhancement were assessed using a three-item measure, developed by Ramarajan, Berger and Greenspan (2016). First, I asked participants to think about their full-time job and the side job that they spent most time on. The full-time job would be X, and the side job would be Y. Each item had a question stem as follows: “Of the times when you think yourself as an X and as a Y, to what extent do you agree...” which is followed by three statements for identity enhancement. The items were “I am a better [X] because of my [Y] identity”, “I rely on both [X] and [Y] way of doing things”, and “I appreciate being an [X] more because I am a [Y]”. The items order was randomized. Cronbach’s $\alpha = .60$ (which is below the .70 threshold. I address the implications later in the result section as well as in the discussion section).

Authenticity. The working definition of authenticity in this project refers to the extent one's external behaviors are in agreement with the internal identity standard (Lehman et al., 2018), which corresponds to the behavioral dimension of authenticity in Kernis and Goldman (2006)'s model (this dimension of authenticity refers to "behaving in accord with one's values, preferences, and needs as opposed to acting "falsely" merely to please others or to attain rewards or avoid punishments", p. 298). Therefore, I focused on this one dimension of the authenticity measure. Martinez and colleagues (2017) developed a three-item scale for measuring this dimension of behavioral authenticity, which I adapted for this study. In their original scale, they developed a scale for measuring action authenticity in the context of expressing gender identity. In adapting their measures into the current context of multiple work identities, I also consulted the measurement offered by Kernis and Goldman (2006). The final items were "my external behaviors at work are not consistent with my inner self-concept", "my external behaviors at work do not match my inner self-concept", and "my external behaviors at work do not align with the ways I perceive my self-concept". Cronbach's $\alpha = .92$.

Adding Challenging Job Demands. Adding challenging job demands was measured using a job-crafting scale developed by Tims, Bakker and Derks (2012), where adding challenging job demands is one of the dimensions of job crafting. The dimension was measured by 5 items. One sample item was "When there is not much to do at work, I see it as a chance to start new projects". Cronbach's $\alpha = .88$.

Building Internal Contacts. Building internal contacts was measured using the scale developed by Wolff and Moser (2006), as part of the authors' scale of network

behaviors. The scale contained 6 items. One sample item was “At company events or outings I approach colleagues I haven’t met before”. Cronbach’s $\alpha = .88$.

Identification with the Full-Time Job. There are two popular measurement of identification. One is the 6-item survey scale of social identification by Mael and Ashforth (1992) and the other is Bergami and Bagozzi (2000)’s one-item measurement through visual representation. I chose Bergami and Bagozzi’s measure for the current study because of context fit. First, Mael and Ashforth’s measurement items are based on identification with a collective entity or a community, such as an organization or a profession. Since for many jobs, the work may not fall into salient social categories, a more global and general measurement of identification might be more appropriate, and Bergami and Bagozzi’s measurement tool provides such an alternative. Moreover, the visual representation measure is more parsimonious than a survey scale. Given the constraint of survey length to accommodate the attention span of participants over an internet-based survey at their own place, the shorter measure is also preferable. I measured participants’ identification with the full-time job by adapting the original measure developed by Bergami and Bagozzi. In the adapted measure, participants were presented with a series of graphics indicating different levels of identification through the size of overlap between their identity at the full-time job and their overall self-concept. The larger the overlap, the more important the target identity was for the focal person, which means the identification was higher. The specific visual of the measure is in Appendix.

Control Variables. To better isolate the effects in the model and rule out alternative explanations (Carlson & Wu, 2012), I included several control variables that

might potentially affect the specified relationships in the model. First, I controlled for participants' age, since older age may indicate more work experiences and more potential options for side jobs. Next, I also controlled for gender, since society has different expectations for males and females regarding their involvement with work (Eagly & Karau, 2002). These expectations sustain gender stereotypes and discrimination (Heilman & Eagly, 2008) and could potentially affect different genders' opportunities of having multiple jobs and the interpretations of the work experience. Relatedly, I also controlled for marital status (operationalized as never married, currently married, separated or widowed) since family responsibilities could interfere with work boundary and causing tensions between the two domains (Greenhaus & Kossek, 2014). The tensions could be particularly salient when the extra job further eats away the family time. Next, I controlled for education level, since higher levels of education could mean more abundant resources and broader opportunities to find side jobs. I also controlled for household income, since money could be an important consideration when taking on a side job and the motivation for side jobs could affect the interpretation of the work as well. Moreover, race or ethnicity may play a role as well as workers of different ethnic background may also have different experiences regarding finding side hustles. Combined with the fact that ethnicity was a statistically significant factor in participants' attrition, I controlled for participants' ethnicity background as well.

Furthermore, as an identity pair could display both identity conflict and identity enhancement (Greenhaus & Powell, 2006; Ramarajan et al., 2017), and identity conflict may add complexities to the hypothesized process in the model, I will want to control for identity conflict. I again followed Ramarajan and colleagues (Ramarajan et al., 2017)

measurement for identity conflict. The measurement of identity conflict was similar to that of identity enhancement, except for the statements. One sample item is “Being a ‘good’ [X] interferes with being a ‘good’ [Y]”. Cronbach’s $\alpha = .79$.

Alternative Mediator. Beyond authenticity, I also measured one alternative mediator, psychological capital (Luthans, Avolio & Avey, 2007). It refers to a psychological state of development, a higher order term subsuming, hope, optimism, resilience and self-efficacy. Previous research suggested that one of the positive effects of multiple identities is the resources generated (Dutton et al., 2010; Stets & Burke, 1994), especially when the identities facilitate one another (Brook et al., 2008). I argue that psychological capital could be part of the resources available to workers. When the two work identities enhance one another, the workers could feel that more resources are at their disposal, so that they could be more optimistic and confident about themselves and the prospect of their work. Therefore, the workers may perceive a higher level of psychological capital. The psychological capital could, in turn, motivate the workers to explore their identity through job crafting. Therefore, psychological capital could be a potential mediator in the relationship between identity enhancement and aspirational job crafting. I measured psychological capital using the 12-item scale in Luthans and colleague (Luthans et al., 2007). The Cronbach’s $\alpha = .92$. Sample items include “I feel confident presenting information to a group of colleagues”.

4.4 Analytical Strategy

Before running main hypothesis testing, I first conducted Confirmatory Factor Analysis (CFA) to establish the validity of each constructs in the context of this model, especially given that all the measures are self-reported. Then, I ran several alternative

models, and by comparing the model indices through Chi Square difference test, I could then establish the superiority of the proposed model.

Next, I ran the main analysis to test the hypothesis. In terms of analytical method, the nature of the model proposed is a moderated mediation. Therefore, I ran the model on the platform of Mplus (Muthen & Muthen, 2012), which gave me the option to run the model both as a composite model and as an SEM model so that the model testing is more robust. I evaluated the SEM model with both model fit indices such as RMSEA, CFI and SRMR (Hu & Bentler, 1998) and specific model coefficients to test for mediation and moderated mediation effects. I used bootstrapping method (seed $N = 5000$) and bias-corrected confidence intervals to gauge the indirect effects and probe the conditional indirect effects (Preacher, Rucker & Hayes, 2007). Specifically, I followed Hayes (2015) to construct the index of moderated mediation and use bootstrapping ($N = 5000$) to test for the significance of moderation of the indirect effect. Variables were grand mean-centered (since it is a between-person analysis, we centered the variables based on the mean level of each variable across the sample) before creating the interaction terms, for the ease of probing the interaction effect.

CHAPTER 5. RESULT

Means, standard deviations and the correlations of the variables used (the composite measures) are shown in Table 1. Marital status, education level and income do not correlate significantly with any of the model variables. Therefore, I removed these variables from further analysis to avoid irrelevant control variables twisting the data pattern and its interpretability (Becker, 2005; Carlson & Wu, 2012). Moreover, to my surprise, identity enhancement did not correlate with authenticity ($r = -.01, ns$). It did, however, correlate moderately and positively with both adding challenging job demands ($r = .28, p < .05$) and building internal contacts ($r = .23, p < .05$). Authenticity was also positively correlated with adding challenging job demands ($r = .16, p < .05$) and building internal contacts ($r = .14, p < .05$). Furthermore, identity conflict and identity enhancement were correlated weakly at .17, supporting the notion that these two constructs are independent.

5.1 Confirmatory Factor Analysis (CFA)

To establish the model structure, I first tested the proposed model as a four-factor model (i.e. IV, mediator, and 2 DVs; it is without the moderator since the moderator [identification with the full-time job] is a single item measure), which showed good model fit, $X^2 (98) = 164.71$, RMSEA = .05, 90%CI = (.03, .06), CFI = .98 and SRMR = .05. All items are significantly loaded on the respective latent constructs.

TABLE 1 DESCRIPTIVE STATISTICS

	Mean	SD	N	Enhance	Identifi	Authen	Psychcap	Challen	Build	Gender	Age	Ethnic	Income	Conflict
Enhance	4.54	1.15	330	1.00										
Identifi	3.04	0.81	330	.20**	1.00									
Authen	4.59	1.61	330	-0.01	.14**	1.00								
Psychcap	5.38	0.95	330	.16**	.25**	.42**	1.00							
Challen	4.71	1.27	330	.27**	.31**	.16**	.43**	1.00						
Build	4.84	1.21	330	.23**	.28**	.13*	.49**	.69**	1.00					
Gender	1.48	0.50	330	0.05	-0.05	0.00	-0.09	-0.07	-.18**	1.00				
Age	36.31	9.79	327	-0.04	0.02	.14*	.11*	0.02	0.03	0.09	1.00			
Ethnic	1.65	1.26	330	-0.08	0.02	-.13*	-.13*	-0.02	-0.02	0.02	-0.08	1.00		
Income	3.25	1.56	330	-0.04	0.00	0.07	.19**	0.01	0.03	-0.11	.14*	-0.05	1.00	
Conflict	3.12	1.37	330	.17**	.18**	-.34**	-.27**	0.05	0.01	-.14*	-.20**	0.09	-0.08	1.00

Enhance = identity enhancement; Identifi = Identification with the full-time job; authen = authenticity; psychcap = psychological capital; Challen = adding challenging job demands; build = building internal contacts; conflict = identity conflict

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Furthermore, I ran the analysis on several alternative models to compare them with the proposed model. First, I ran a three-factor model, fixing the correlation to 1 between latent factors of the two dependent variables. Chi-Square test revealed that the resulting model ($X^2(99) = 366.68$, RMSEA = .09, CFI = .90 and SRMR = .06) had a worse fit than the proposed model. I then tested another three-factor model by fixing the factor correlations to 1 between identity enhancement and authenticity. This model ($X^2(99) = 270.75$, RMSEA = .07, CFI = .94 and SRMR = .07) also had a worse fit. Finally, I tested the one-factor model with all factor correlations fixed to 1 (since they are collected from a single source). The resulting model ($X^2(104) = 1188.75$, RMSEA = .18, CFI = .61 and SRMR = .13) showed a worse fit as well compared with the proposed model. Therefore, the proposed model was more superior to the alternative models, laying a solid foundation for the subsequent model testing. Table 2 displays the model fit indices of alternative models.

5.2 Hypothesis Testing

I tested the hypothesis on the Mplus 7.0 platform using both path analysis with composite measures, as well as full SEM models to strengthen the robustness of the result. Mplus allows me to test the full model simultaneously, which takes into account of more information from the data. The full SEM method revealed the same result pattern as the path analysis did. For the purpose of parsimony, I will only articulate in detail the results from path analysis. Below I will present the hypothesis testing result first. Then, I will illustrate the data patterns using the alternative mechanisms.

The relationship between identity enhancement and authenticity. Hypotheses 1 says that identity enhancement is positively associated with authenticity. The result (see

model 1, Table 3) showed that identity enhancement was not a significant predictor of authenticity, $b = .06$, $SE = .08$, $p = .48$. Therefore, hypotheses 1 was not supported. Note that I tried the regression without control variables as well. The result pattern did not change.

TABLE 2 CONFIRMATORY FACTOR ANALYSIS MODELS

Model	Degree of Freedom	χ^2	RMSEA	CFI	SRMR
4-factor	98	164.71	.05	.98	.05
1-factor	104	1188.75	.18	.61	.13
3-factor-a*	99	270.75	.07	.94	.07
3-factor-b**	99	366.68	.09	.90	.06

*combining identity enhancement and authenticity by fixing the factor correlation to 1.

**combining adding challenging job demand and building internal contacts by fixing the factor correlation to 1.

The relationship between authenticity and aspirational job crafting. Hypotheses 2 and 3 say that authenticity is positively associated with adding challenging job demands and building internal contacts, respectively. The result (see model 2 & 3, Table 3) showed that authenticity did predict adding challenging job demands, $b = .14$, $SE = .05$, $p < .05$. Similarly, authenticity predicted building internal contacts either, $b = .11$, $SE = .05$, $p < .05$. Therefore, hypothesis 2 and 3 were supported.

The relationship between identity enhancement and aspirational job crafting, mediated by authenticity. Hypotheses 4 and 5 say that identity enhancement is positively associated with adding challenging job demands and building internal contacts, respectively, and the relationships are mediated by authenticity. The result (see model 2 & 3, Table 3) showed that the direct relationship between identity enhancement and adding challenging job demand was significant, $b = .31$, $SE = .07$, $p < .05$. However, the mediation was not significant, which could be expected due to the nonsignificant association between identity enhancement and authenticity. The indirect effect was .01, $SE = .01$, 95% $CI = [-.01, .04]$. Therefore, hypothesis 4 is only partially supported. Similarly, the result showed that the direct relationship between identity enhancement and building internal contacts was significant, $b = .26$, $SE = .06$, $p < .05$. However, the mediation was not significant either, for the same reasons as before. The indirect effect was .01, $SE = .01$, 95% $CI = [-.01, .04]$. Therefore, hypotheses 5 was also only partially supported.

Taken together, the result suggests that although identity enhancement is positively associated with both adding challenging job demands and building internal contacts, authenticity was not the mechanism in between. The result pattern was not surprising, however, given the lack of correlation between identity enhancement and authenticity, even though authenticity is significantly associated with adding challenging

TABLE 3 REGRESSION MODELS

	Authenticity		Adding Challenging Job Demands		Building Internal Contacts		Adding Challenging Job Demands		Building Internal Contacts	
	Model 1		Model 2		Model 3		Model 4		Model 5	
	B	SE	B	SE	B	SE	B	SE	B	SE
Gender	-0.16	0.17	-0.22	0.14	-0.48*	0.13	-0.20	0.13	-0.46*	0.13
Age	-0.01	0.01	0.00	0.01	0.01	0.01	0.00	0.01	0.01	0.01
Ethnicity	-0.11	0.07	0.02	0.06	0.03	0.06	0.01	0.06	0.02	0.05
Conflict	-0.39*	0.06	0.04	0.06	0.00	0.05	-0.02	0.06	-0.07	0.05
Enhancement	-0.06	0.07	0.31*	0.07	0.26*	0.06	0.27*	0.07	0.23*	0.06
Authenticity			0.14*	0.05	0.11*	0.05	0.10	0.05	0.07	0.05
Identification							0.37*	0.09	0.32*	0.09
Authen*Identifi							-0.08	0.05	-0.14*	0.05
Enhance*Identifi							-0.04	0.08	-0.12	0.07

*. Coefficient is significant at the 0.05 level (2-tailed).

job demands and building internal contacts. Note that the result pattern remains the same when I removed all the control variables.

The moderation effect of identification with full-time job. Hypotheses 6a and 6b propose that identification with the full-time job moderated the indirect effect of identity enhancement on aspirational job crafting through authenticity, so that those with a higher identification, the stronger the indirect effect. The interaction term between authenticity and identification with the full-time job was not significant in predicting adding challenging job demands (see model 4, Table 3), $b = -.08$, $SE = .05$, $p = .11$. The index of moderated mediation was not significant, 95% $CI = [-.03, .01]$. Therefore, hypothesis 6a was not supported. The interaction term was significant (see model 5, Table 2), however, in predicting building internal contacts, $b = -.14$, $SE = .05$, $p < .05$. Yet, the index of moderated mediation was still not significant, 95% $CI = [-.05, .01]$. Therefore, Hypothesis 6b was not supported. This finding is not surprising given the nonsignificant mediating effect.

Dropping item 2 for identity enhancement measure. Since identity enhancement measure showed unsatisfactory reliability, I tried to adjust the measure to see whether I could improve the reliability. When running the diagnostics, I found that among all 3 items, item 2 (see Appendix 1) showed lower correlation with the other 2 items and if I dropped item 2, I could improve the reliability from .60 to .62. The data showed that this new measure of identity enhancement did not correlate with authenticity or psychological capital. Further analysis also failed to find better support for the hypotheses than using the previous measure. If anything, psychological capital did not mediate the relationships

anymore. Granted, it was not a significant improvement of reliability, and the result could still suffer from low reliability of the measure.

As a side note, I also analyzed the reliability of the identity enhancement measure from the larger sample at wave 1, to investigate whether the low reliability was due to self-selection effect or attrition. The analysis showed that reliability was also low, Cronbach's $\alpha = .58$. If item 2 was deleted, the reliability improved to .64, still falling short of the .70 threshold. Therefore, self-selection or attrition were not the reasons for low reliability of the measure.

5.3 Supplemental Analysis

Since the link between identity enhancement and authenticity was surprisingly weak, I also tried replacing authenticity with the alternative mediator. Psychological capital correlates with identity enhancement as well as the two aspirational job crafting measures. Gender, ethnicity, age and identity conflict were included as control variables for all analysis below (adding the control variables do not change the result pattern).

Psychological capital as mediator. When I used psychological capital as the mediator, the regression result demonstrated that identity enhancement was significant in predicting psychological capital, $b = .18$ ($SE = .05$), $p < .05$. Moreover, psychological capital was significant in predicting both adding challenging job demands ($b = .59$, $SE = .07$, $p < .05$) and building internal contacts ($b = .63$, $SE = .07$, $p < .05$). The direct relationship between identity enhancement and adding challenging job demands was significant ($b = .21$, $SE = .07$, $p < .05$). The indirect effect through psychological capital was also significant, $b = .11$, $SE = .03$, and 95% $CI = (.05, .18)$. Similarly, the direct

relationship between identity enhancement and building internal contacts were significant ($b = .15, SE = .06, p < .05$). Furthermore, the indirect relationship through psychological capital was significant as well, $b = .12, SE = .03, 95\% CI = (.06, .19)$. Therefore, psychological capital mediates the relationship between identity enhancement and aspirational job crafting in this study.

When I added identification with the full-time job into the model and tested for the moderating effect, the interaction between psychological capital and identification with full-time job was not significant in predicting adding challenging job demands ($b = -.03, SE = .07, p = .64$), but was significant in predicting building internal contacts ($b = -.13, SE = .06, p = .027$). Moreover, index of moderated mediation was not significant for the path to adding challenging job demands ($95\% CI = [-.03, .02]$), but was significant for the path to building internal contacts ($95\% CI = [-.05, -.004]$). I then further probed the conditional indirect effect from identity enhancement to building internal contacts through psychological capital at low ($-1 SD$) and high ($1SD$) levels of identification. Contrary to the hypothesis, the indirect effect was smaller for those with higher identification with their full-time job than for those with lower identification ($.08$ vs. $.12$). The difference of these two slopes were also significant, $95\% CI = (-.09, -.01)$. Figure 2 displays the contrast of conditional indirect effects. Therefore, identification with full-time employment moderated the indirect relationship between identity enhancement and building internal contacts through psychological capital, such that the conditional indirect is smaller when the identification is higher.

Identity conflict as independent variable. Since identity enhancement measure showed low reliability, I also tried replacing identity enhancement with identity conflict

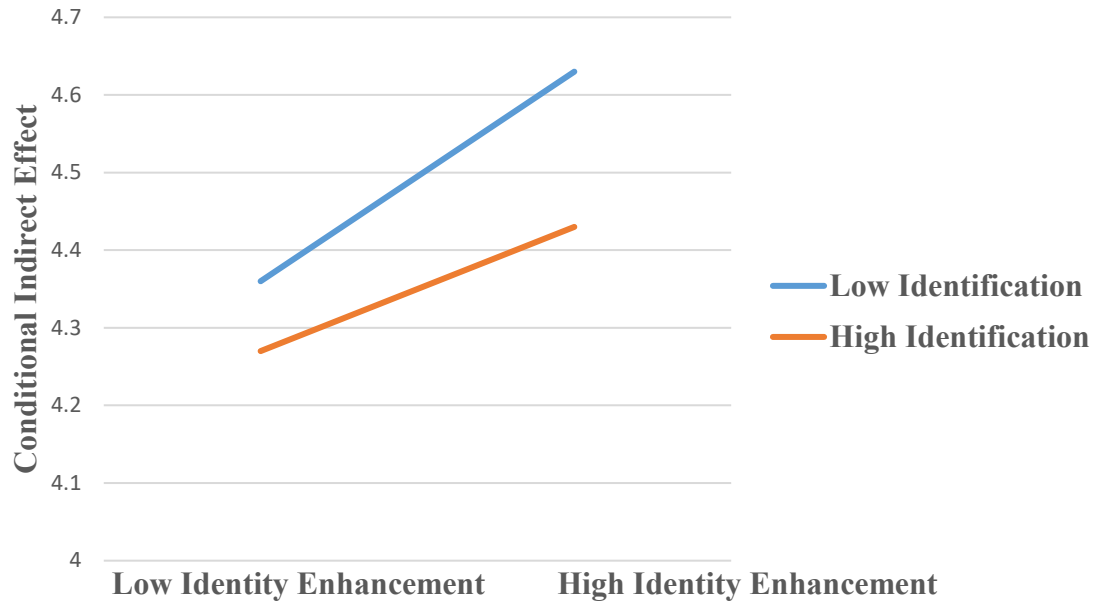


FIGURE 2 CONDITIONAL INDIRECT EFFECT OF IDENTIT ENHANCEMENT ON BUILDING INTERNAL CONTACTS THROUGH PSYCHOLOGICAL CAPITAL

as the independent variables in the model. Theoretically, although identity enhancement and identity conflict may not necessarily be the two ends on the same continuum (Grenhaus & Powell, 2006; Ramarajan et al., 2017), in this context, identity conflict should work in the opposite direction to identity enhancement in affecting authenticity. A strong conflict between work identities could indicate that workers feel that the two identities are not compatible, and that the opposing force between the two identities do not enhance the identity at the full-time job; instead, it may distract workers from enacting the identity at the full-time job, which makes it more difficult for workers to behave in an authentic way. Therefore, we should expect a negative effect of identity conflict on authenticity. If the data supports the theoretical argument, it could lend itself

to the argument that the measurement of identity enhancement may be more to blame for the nonsignificant result.

The result supported this argument. Identity conflict was negatively associated with authenticity, $b = -.39$, $SE = .07$, $p < .05$. Moreover, authenticity was positively related to both adding challenging job demands ($b = .14$, $SE = .05$, $p < .05$) and building internal contacts ($b = .11$, $SE = .05$, $p < .05$). The direct relationship between identity conflict and aspirational job crafting variables were not significant. However, the indirect effects through authenticity were significant, for both adding challenging job demands ($b = -.05$, $SE = .02$, 95% $CI = (-.11, -.02)$), and building internal contacts ($b = -.04$, $SE = .02$, 95% $CI = (-.09, -.01)$). Note that the results were found after I controlled for gender, race, age and identity enhancement in the model.

Besides authenticity, I also tried inputting psychological capital as alternative mediator. Individually, each was a significant mediator, and shared the same result pattern as with authenticity as the mediator. Therefore, the next logical test was to see whether these mediators could uniquely mediate the relationship when other mediators were also present. However, when I put the two variables together as parallel mediators, only psychological capital remained a significant mediator for the path leading to adding challenging job demands, and the path leading to building internal contacts. Taking the results altogether, it seemed that the paths through psychological capital was the most robust mediator.

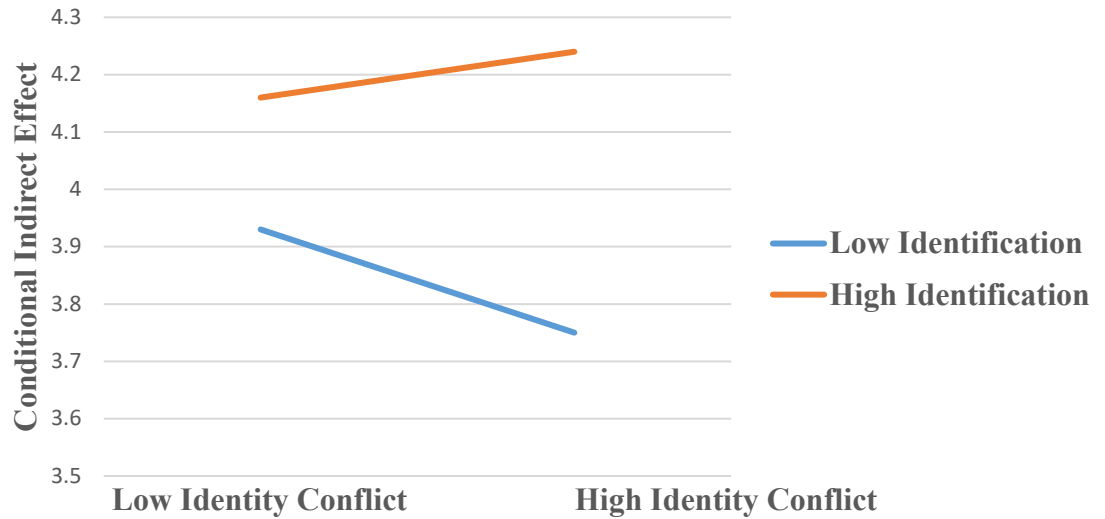


FIGURE 3 CONDITIONAL INDIRECT EFFECT OF IDENTITY CONFLICT ON BUILDING INTERNAL CONTACTS THROUGH AUTHENTICITY

Moreover, I tested the moderated mediation effect as well, with identity conflict as the predictor, with the identification with full-time job as the moderator. First, the interaction between authenticity and identification with the full-time job was not significant in predicting adding challenging job demands ($b = -.08$, $SE = .05$, $p = .11$). However, the interaction was significant in predicting building internal contacts ($b = -.14$, $SE = .05$, $p < .05$). Furthermore, the index of moderated mediation was not significant for the path to adding challenging job demands ($95\%CI = (-.01, .08)$), but significant for the path to building internal contacts ($95\%CI = (.02, .10)$). Further probing of the conditional indirect effects on building internal contacts showed that the effect was significant when identification was low ($-1SD$), $b = -.07$, $SE = .03$, $95\% CI = (-.13, -.02)$. The conditional indirect effect was not significant when identification was high ($1SD$), $b = .02$, $SE = .02$,

95% $CI = (-.02, .07)$. The difference between the two conditional indirect effects was significant, 95% $CI = (.03, .17)$. Figure 3 displays the conditional indirect effects.

Therefore, the result partially supported a moderated mediation effect, although the result pattern was somewhat contrary to my prediction, in that the conditional indirect effect was stronger when identification was low, rather than high. When I used psychological capital as the mediator, the pattern of moderated mediation remained the same.

CHAPTER 6. DISCUSSION

From “moonlighting” to “side hustle”, atypical work arrangement went from being treated as an anomaly to the tradition (e.g. Jamal, 1986), to being heralded as an important trend of the future of work (Ashford, George, & Blatt, 2007; Selenko et al., 2018; Sliter & Boyd, 2014). Accordingly, the research focus of workers who take on side jobs beyond their full-time job has also shifted, from studying the difference between people who do and do not have side jobs (e.g. Jamal, 1986; Miller & Sniderman, 1974) to the unique experience of workers who take on side jobs (e.g. Caza et al., 2017), and from treating such work arrangement as a result of deprivation (e.g. Wilensky, 1963) to celebrating the abundance of opportunities offered to workers (Ashford, Caza, & Reid, 2018). The shift in focus advances the notion that multiple job holding is more nuanced than “to be or not to be” type of broad categorization and generalization. Rather, it concerns with how individual workers come to take on multiple jobs (Spreitzer et al., 2017) and how they make sense of their multiple work roles and identities (Caza et al., 2017). One understudied aspect to this phenomenon of multiple job holding is how the relationships between work identities across jobs help shape workers’ experience and behaviors at the workplace. In this study, I examined how the identity enhancement between one’s identity at the full-time job and that at the side job could affect their job crafting behaviors at the full-time job as a way to explore the future work identities, with a specific focus on authenticity as the potential mediator to explain the mechanism.

Below I will discuss the main findings, their implications, the study limitations and possible future directions.

6.1 Theoretical Implication

The study set out to test the positive association between identity enhancement between the full-time job and the side job and aspirational job crafting at the full-time job, the mediating role of authenticity and the moderating role of identification with the full-time job. Through a three-wave survey of self-identified multiple job holders on Amazon Mechanical-Turk platform, I did not find support for the majority of the hypotheses.

I did find that authenticity was positively associated with adding challenging job demands as well as building internal contacts, both of which were theorized in this paper to be practices of aspirational job crafting (Berg et al., 2013; Wrzesniewski et al., 2013). However, authenticity was not associated with identity enhancement (in contrast, identity conflict was negatively associated with authenticity). Therefore, although the direct relationships between identity enhancement and the two aspirational job crafting practices were significant, authenticity, at least in the current operationalization, was not the mechanism, as indicated by the nonsignificant mediation. Below I will address several main issues arising from the data analysis.

Measurement Issues. The lack of association between identity enhancement and authenticity could potentially be due to either measurement issues or incorrect theorization or both. However, without valid and reliable measurement, it is difficult to pinpoint or verify the fallacy in theorizing. Therefore, it is imperative that the measurement issue is resolved first. In this study, it is worth noting that the reliability for

identity enhancement was low ($\alpha = .60$), which could potentially cause the bias in correlations and twist the results. In examining the 3 items comprising of the measure, one item was correlated more poorly with the other two items. When I deleted that item, the reliability of the new measure of identity enhancement did not show meaningful improvement (α increased from .60 to .62, which is still far from the .70 threshold). Therefore, it calls into serious questions about the composition of the identity enhancement measure. Given that the measure was validated and used in previous research, it could be that the low reliability in this study was due to the data collection method and sample selection. However, using Amazon Mechanical-Turk for data collection is a common practice in management research, and it is still difficult to argue why the sample was not suitable for measuring identity enhancement. Therefore, I could not rule out the possibility that the measurement issue is one reason behind the nonsignificant association between identity enhancement and authenticity.

Furthermore, when I replaced identity enhancement with identity conflict as the independent variable, the association between authenticity and identity conflict was significant but negative (opposite to the proposed positive association with identity enhancement) and that the mediation was significant as well. If identity enhancement and identity conflict work in opposite ways in the context of the theoretical model, then this finding could lend some support to the original hypotheses made in the study and make it more likely that it was the poor measurement of identity enhancement that caused the nonsignificant relationship. Towards this point, from a theoretical perspective, we could indeed make the argument that identity conflict could lead to lower authenticity. Taking on a side job may just create such chaos. The side job may be conflicting with the main,

full-time job due to different expectations and values (Caza et al., 2017), or they may take resources such as time and energy away from focusing more on the work identity at the full-time job (Boyd et al., 2015), or the negative emotions one feel or the strain created at the side job may spill over to the full-time job (Greenhaus & Beutell, 1985; Rothbard, 2001). Moreover, as Raffel and Groff (1990) demonstrated, not all side hustlers take side jobs willingly, and this involuntary role taking (Thoits, 1992) could be more likely to disrupt the identity hierarchies one already has (Stryker & Burke, 2000), creating more frictions between identities. This felt discrepancy could induce the feeling of inauthenticity, where people do not feel that they are expressing their true selves.

Alternatively, there might be measurement issues with the construct of authenticity as well. For one thing, respondents may have different interpretations of authenticity (Caza et al., 2017), some seeing it as a more global, higher level judgment of the fit between the self (authentic to the self) and others seeing it as behaviors locally fitting the different role expectations (authentic to the roles). Therefore, even behaviors that fit neatly with the different jobs could still be seen as deviation from the true self. Moreover, it is also possible that participants have different interpretation of the notion of identities, self-concept and true selves (Lehman et al., 2018), causing more disparity in the data. Such disparity in perceptions could lead to contrasting interpretations of authenticity. Last, in the measurement of authenticity I didn't specify the domain, just "at work", trying to get a sense of general feeling of authenticity. However, that could be confusing for some respondents. Therefore, the nonsignificant relationship between identity enhancement and authenticity could be due to the limitations of the measurement in authenticity.

Theoretical Issues. Beyond the measurement issues, the result from the study also suggests possible theoretical issues in the model. The first is the nonsignificant link between identity enhancement and authenticity. While it is true that the poor measurement of identity enhancement could be the culprit, we cannot rule out the possibility that the reality does not actually support the theorization, even when data showed that replacing identity enhancement with identity conflict resulted in significant relationships in the opposite way. It is still possible that identity enhancement itself is not very relevant for workers' authenticity, while identity conflict is. For one thing, the correlations between individual items of identity enhancement measure and authenticity was all quite low and nonsignificant. Unless the items were all off the target capturing identity enhancement, this correlation pattern suggests a potentially weak relationship in the general population between identity enhancement and authenticity. For another, compared with other mediators tested in the study, paths involving authenticity was not as strong or robust. Particularly, the result pattern also suggested that the effect of authenticity could be accounted for by psychological capital. Therefore, the theoretical link between identity enhancement and authenticity deserves more scholarly attention.

Furthermore, the study failed to find support for the role of identification with the full-time job in moderating the indirect relationships between identity enhancement to aspirational job crafting through authenticity, as evidenced by the insignificant indexes of moderated mediation (Hayes, 2015). Given the almost non-existing correlation between identity enhancement and authenticity, this finding is not entirely surprising. Supplemental analysis using psychological capital as the mediator showed that identification with the full-time job moderated the indirect relationship between identity

enhancement and building internal contacts, through psychological capital. However, contrary to the expectation, the stronger conditional indirect effect was found for those with lower identification, rather than higher. Conditional indirect effects with other mediators yielded the same pattern, albeit not statistically significant. Taken together, the data indicates that the original theorization about the moderating effect may be incorrect. One reason could be that those with higher identification are more inclined to engage in job crafting and are less sensitive to the effect of perceived authenticity. In other words, they may be already determined to craft their jobs to explore their future work identities at the job regardless of the authenticity level they feel, due to the high identification. In contrast, those who are not so attached to their full-time job may need more extra motivation and resources from the feeling of authenticity in order to engage in such job crafting behaviors. Moreover, since the moderation effect was not found for all mediators and not for both job crafting measures, it might also be the case that identification overall was not a very important or relevant consideration for the workers in the study. Based on my theorizing, identification with the full-time job affects the motivation of workers to spend the effort to craft their jobs to expand their task boundary and relationship boundary (Wrzesniewski et al., 2013). However, it might be the case that these types of job crafting behaviors require a high expenditure of tangible and intangible resources, so that the decision to engage or not may be more of a resource issue, than a motivational one.

Although I did not find evidence for authenticity in explaining how identity enhancement leads to aspirational job crafting, I believe this dissertation still makes several important theoretical contributions. First, this is one of the first attempts to

theorize and test the relationships between work identities across jobs. Although examining the relationships between multiple work-related identities is not new (e.g. Blader, 2007; Caza & Wilson, 2009; Dutton et al., 2010; Ramarajan & Creary, 2009), having multiple work identities across jobs represents a new type of context. Under this new context, workers need to deal with multiple identity targets in the same domain, something workers in the past may not have had as much experience (especially when the motivation to take on a second job was to earn extra income rather than for identity expression purposes) but more and more workers today and tomorrow need to confront (Selenko et al., 2018). As most previous research on work identity focused on a single work identity based on one job (Ashford et al., 2018; Sliter & Boyd, 2014); this study represents a departure from the traditional model of work to offer a closer look at the nuances of multiple jobs one has. Although the many main hypotheses were not supported, the study did suggest that the enhancing relationships between identities across jobs has positive relationships with job crafting behaviors that aim to expand and explore one's work identity. Furthermore, the result also suggests that psychological capital and the learning dimension of thriving may help explain the positive relationships, hinting at a more resource based mechanism. However, since the direct relationship between identity enhancement and aspirational job crafting remained significant, accounting for the effects of both psychological capital and thriving, there should be more alternative mediators to this relationship, which may go beyond the resource-based perspective.

Second, as self and authenticity has been closely related in past research (Hart, 2002; Lehman et al., 2018), this study provides a direct test of how identity enhancement

across different jobs could affect one's authenticity. Given that one popular notion of authenticity is behaviors aligning with one's stable self (Sheldon, 1997; Kernis & Goldman, 2006), and that most previous research regarding authenticity at work only concerned being authentic to one job only (Caza et al., 2017), this study is necessary to advance the research on authenticity at work. Even the result indicates that identity enhancement may not be related to authenticity in this study, it points to the possibility that interpretation of authenticity could be more complicated than when there is only one job to consider. More specifically, it points to the question of what it means to be authentic at work when workers have more than one job. Does it mean that authenticity is achieved as long as workers fulfill the role expectation at each job, or does it mean that workers need to align all the jobs with their notion of inner self before they could call themselves authentic at work? Or, does having an extra job also involves identity work (Sveningsson & Alvesson, 2003) to construct a new identity to fit the extra jobs? Future research could indeed further empirically differentiate the various perceptions of authenticity and their respective antecedents.

Furthermore, this study also contributes to the literature of job crafting by operationalizing the concept of aspirational job crafting (Berg et al., 2013). According to the original theorization of job crafting (Wrzesniewski & Dutton, 2001), job crafting is a way through which workers construct their work identities, either by verifying their current work identities or by exploring the possibilities of their future work identities. However, there has not been many quantitative testing of the identity relevance of job crafting, partially due to a lack of measurement scales (There are measurement scale of job crafting. However, the existing scales do not speak to the identity-related motivations

and approaches of job crafting). This study represents the first step in operationalizing the concept and testing it in quantitative setting. Although not comprehensive, it provides foundation for future research to build upon and gradually perfect the measures. Using existing scales to operationalize the dimensions of aspirational job crafting, the study also advances the notion that aspirational job crafting may function as a high-level construct which is composed of several lower level constructs. Future research could expand upon this idea and identify other lower constructs that could fit in the definition and use factor analysis to establish a more generalized construct structure.

6.2 Practical Implication

As more and more workers are engaging in alternative work arrangements, understanding their experience is key to continuously being able to motivate them and help them achieve their own career goals. Results from this study suggest that the level of synergy between the multiple jobs workers may have could affect their motivation and efforts in job crafting behaviors. More specifically, when they experience that their jobs are enhancing one another, they are likely to expand their task roles and their relationship boundaries within the organization, both of which may be signs of nurturing a work identity for the future. Moreover, the evidence from this study suggests that perhaps workers whose jobs enhance one another could gain more psychological resources, which helps them craft their jobs. Therefore, management may not want to restrict workers' off work behaviors. Rather, they may encourage workers to take on roles that could complement their current jobs. Or, the organization may even provide such opportunities for workers to engage in other work to enrich their work experience, which could in turn bring up workers' motivation at the current job.

However, I would caution against generalizing the results from just one study, particularly when there are measurement issues yet to be resolved. Although the relationship between identity enhancement and aspirational job crafting is robust, more studies are needed before practitioners could derive actionable items from the evidence.

6.3 Limitations and Future Research Directions

This study is not without limitations. To start with, the current study utilized only self-reports, which could lead to common method bias (Podsakoff et al., 2003). Although I temporally separated the measures to mitigate the potential bias and that CFA supported the distinct factor structures, I could not rule out the possibility of common method bias in the data analysis. Future research could use other rated reports when possible to better mitigate the bias.

Furthermore, on a related note, because all the measures were self-report in an uncontrolled setting, I could not rule out other influences not captured in the model, and hence it was hard to establish causality (Cook, Campbell, & Shadish, 2002). I did test the reverse causality that aspirational job crafting leads to authenticity which leads to identity enhancement, given that the responses were all self-reported. The path analysis was not significant for the reverse mediation, and the new main relationships from aspirational job crafting to identity enhancement were not significant either.

Furthermore, one of the biggest limitations of the current study is the low reliability of the identity enhancement measure, which not only resulted in an inadequate test of the model, but also made it hard to pinpoint the reasons for the nonsignificant findings. I went back to the source of the measurement, namely, Ramarajan, Rothbard and Wilk (2017), as well as Ramarajan, Berger and Greenspan (2017). In Ramarajan,

Rothbard & Wilk (2017), the reliability of identity enhancement measure was .70. Moreover, they measured 4 items, but only used 3 (the ones I adapted for this study). In Ramarajan, Berger and Greenspan (2017), for study 1, they reported a range of reliability scores for identity enhancement and identity conflict (they were measuring multiple pairs of identities) from .70 to .80. In the follow-up study, they abandoned the multi-item measures and used instead a one-item measure for identity conflict and one for enhancement. Although it is not clear whether they experienced similar issues with reliability for identity enhancement measure, their results indicated the possibility. At this point, there has been no other studies using their measures for identity conflict and enhancement, and this current study suggests that at the very least, this measure of identity enhancement may not be generalizable to all population groups. It could be the case that the content is not as accessible to participants, as the enhancement may not be as salient as identity conflicts, or that the occurrence is not as often as identity conflicts. Therefore, the logical next step is to create a more valid and reliable measure of identity enhancement. To achieve the goal, I plan to conduct field interviews with workers who have side jobs beyond a full-time job (Uber drivers, etc.) to generate distinct items (Boyle, 1991) for a new measurement scale, and pilot test the scale with online and student samples to assess the reliability and content validity following Hinkin and Tracey (1999).

Another related area of exploration is the potential directionality of enhancement and conflict where the relationship between the two identities are not balanced or reciprocal. The directionality has both theoretical and empirical implications. From the theoretical perspective, previous research on identity enhancement focused on how

identities facilitate or enhance one another (Brook et al., 2008; Rothbard & Ramarajan, 2009; Ramarajan, 2014). However, we know from the work-family literature that conflict and enhancement between two role domains could be directional and each direction of influence may be associated with different antecedents and consequences (Byron, 2005; Greenhouse & Powell, 2006). From the identity theory perspective (Burke, 1991; Stryker & Burke, 2000), one's identities at work are based on the role expectations and the role relationships. Therefore, it is not a giant leap to argue that identity conflict and identity enhancement between jobs could also be directional. This more nuanced perspective on identity conflict and enhancement could expand research on the relationships of work identities, and potentially different sources of conflict and enhancement. From the empirical perspective, researchers should be more careful with the wording of the measurement instrument. For example, the wording of some of the items on the current measurement scale of identity enhancement suggests a directional impact. For instance, one item reads "I am a better [X] because of my [Y] identity", and another read "I appreciate being an [X] more because I am a [Y]". The items emphasize the effect of "Y" identity on "X" identity, but not the other way around. Therefore, the current scale may not be effectively capturing the mutual enhancement. As a next step, beyond revising the items of identity enhancement like I mentioned earlier, I will also develop more specific measures for the directional identity conflict and identity enhancement, so that in future research we could develop broader range of models and test those models in a more accurate way.

Furthermore, in this study, I identified multiple potential mechanisms that could help explain the association between identity conflict and aspirational job crafting.

Particularly, the result demonstrated that psychological capital was the most robust mediator among all. Theoretically, the result lends support to the notion that multiple identities could either increase or decrease motivational resources for workers, depending on the structural relations of the identities (Brook et al., 2008; Burke & Stets, 2014; Ramarajan et al., 2017). Moreover, it also raises the question whether the effect of authenticity is transmitted through psychological capital. Previous research indeed suggested that authenticity is linked with psychological resources such as self-esteem, engagement, and satisfaction (e.g. Heppner et al., 2008; Lehman et al., 2018; Sheldon, 1997). In the current study, when psychological capital was added to the model, the effect of authenticity was no longer significant. Therefore, it is plausible that both authenticity and psychological capital mediate the relationship between identity relationships and job crafting behavior, in a serial mediation fashion. However, in this study, because both were measured at the same time, I was not able to adequately test the serial mediation hypotheses. As a next step, a four-wave survey where I could temporarily separate authenticity and psychological capital would be desirable, as well as a controlled lab experiment, where I could manipulate psychological capital to test whether the effect of authenticity to job crafting is indeed transmitted through psychological capital.

One last area I believe is worth pursuing is the interaction of identity conflict and identity enhancement across the full-time job and the side job. Previous research argued that identity conflict and identity enhancement could be independent constructs rather than two ends on the same continuum (e.g. Ramarajan et al., 2017). Therefore, it is possible that the two have joint effects on workers' behaviors at the workplace. That is, when workers make sense of their multiple work identities, they could take into

considerations both how the identities facilitate and contradict one another. In pursuing this route, research could also be more specific and clear about the assumptions we make regarding the sense-making model. For example, do workers make sense by evaluating the level of conflict and enhancement (as is currently theorized), or do they make sense by evaluating *how* they enhance and contradict one another, or both? Exploration of workers' sense-making model is an important and fruitful avenue in itself, but in the context of interaction of identity conflict and enhancement, it is particularly imperative, as different sense-making models could lead us down very different paths. Due to the limitation of the measurement, I was not able to adequately test the interaction effect in this study. In future research, I will first explore workers' sense-making model through field interviews, before coming up with appropriate items to create a scale for measurement. Then, in another sample, I will then test the interaction effect, based on the sense-making model derived from the field interviews.

CHAPTER 7. CONCLUSION

As atypical work arrangement is on the rise, and multiple job holding is gaining popularity, understanding the experience of workers in this new age of work is of both theoretical and practical importance. However, we know rather little about whether this new type of employment arrangement could affect employees at their full-time job. In this study, I examine how workers' identity enhancement between the full-time job and the side job influences their aspirational job crafting behaviors at the full-time job. The result indicated that indeed identity enhancement is positively associated with aspirational job crafting. However, authenticity did not mediate the relationship. Moreover, identification with the full-time job did not moderate the indirect effect through authenticity. Alternative models show that psychological capital could hold some promise in mediating the relationship between identity enhancement and aspirational job crafting. Future research is needed to further examine the relationship.

APPENDIX

MEASUREMENT SCALES

Identity Conflict & Enhancement (Ramarajan Berger & Greenspan, 2017)

I struggle to maintain an [X] and [Y] way of doing things.

Being a 'good' [X] interferes with being a 'good' [Y].

I feel a [X] way of doing things and a [Y] way of doing things are opposed.

I am a better [X] because of my [Y] identity.

I rely on both [X] and [Y] way of doing things.

I appreciate being an [X] more because I am a [Y].

Authenticity (adapted from Martinez et al. 2017)

My behaviors at work are not consistent with my inner self-concept at work.

My behaviors at work does not match my inner self-concept at work.

My behaviors at work do not align with the ways I perceive my inner self-concept at work.

Increasing Challenging Job Demands (Tims et al., 2012)

When an interesting project comes along, I offer myself proactively as project co-worker.

If there are new developments, I am one of the first to learn about them and try them out.

When there is not much to do at work, I see it as a chance to start new projects.

I regularly take on extra tasks even though I do not receive extra salary for them.

I try to make my work more challenging by examining the underlying relationships between aspects of my job.

Building Internal Contacts (Wolff & Moser, 2006)

In my company, I approach employees I know by sight and start a conversation.

I use company events to make new contacts.

At company events or outings, I approach colleagues I haven't met before.






If I have just met someone new within the company, I use my breaks to develop the contact.

When I meet members of my company for the first time at formal meetings I introduce myself personally before or after the event.

If I want to meet a person who could be of professional importance to me I take the initiative and introduce myself.

Identification with the identity (Bergami & Bagozzi, 2000, BJSP, adapted)

Please indicate to what degree your self-image overlaps with the image of yourself at your full-time (part-time) job.

1	
2	
3	
4	
5	

Psychological Capital (Luthans, Avolio & Avey, 2007 from mindgarden)

1 = strongly disagree to 7 = strongly agree

I feel confident in representing my work area in meetings with management.

I feel confident contributing to discussions about the organization's strategy.

I feel confident presenting information to a group of colleagues.

If I should find myself in a jam at work, I could think of many ways to get out of it.

Right now, I see myself as being pretty successful at work.

I can think of many ways to reach my current work goals.

At the time, I am meeting the work goals that I have set for myself.

I can be "on my own", so to speak, at work if I have to.

I usually take stressful things at work in stride.

I can get through difficult times at work because I've experienced difficulty before.

I always look on the bright side of things regarding my job.

I'm optimistic about what will happen to me in the future as it pertains to work.

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