

How women rationalize themselves out of leadership roles: The unintended consequences of job crafting

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**How Women Rationalize Themselves Out of Leadership Roles:
The Unintended Consequences of Job Crafting**

ABSTRACT

Whereas previous research has proposed that job crafting has generally positive outcomes for individuals, we theorize and demonstrate the double-edged nature of this cognitive process on women's leadership promotion-specific decisions. Applying an approach-avoidance perspective to job crafting (Bruning & Campion, 2018), we hypothesize that approach role crafting increases the likelihood that an individual will accept a leadership role (Hypothesis 1a), and avoidance role crafting decreases the likelihood that an individual will accept a leadership role (Hypothesis 1b). We further predict that the experience of stereotype threat moderates the effect of job crafting on the likelihood of accepting a leadership role, such that job crafting is negatively related to the likelihood of accepting a leadership role that is described in masculine terms for women who identify strongly with their gender (Hypothesis 2a). Moreover, we hypothesize that it is avoidance role crafting that relates negatively to the likelihood of accepting a leadership role for women that experience stereotype threat (Hypothesis 2b). Finally, we expect that perceptions of anticipated satisfaction and anticipated fit with the leader role mediate these effects (Hypothesis 3). Our results support our predictions and thus, explain why job crafting can drive often unexpected, dysfunctional outcomes for women who are considering opportunities for promotion into leadership roles.