A Research on the Relationship Between Job Crafting, Psychological Empowerment and Turnover Intention[1]

İş Şekillendirme Davranışı, Psikolojik Güçlendirme ve İşten Ayrılma Niyeti Arasındaki İlişkinin İncelenmesine Yönelik Bir Araştırma

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Abstract: This study aims to investigate the relationship between psychological empowerment perception, employee turnover intention, and job crafting behavior which is composed of task crafting, cognitive crafting, and relational crafting. By examining 238 public and private sector employees in Turkey and using structural equation modeling analysis, the results of this study empirically show that (1) psychological empowerment is positively related to task crafting, cognitive crafting and relational crafting behaviors, (2) cognitive crafting behavior is negatively related to employee turnover intention while other crafting behaviors have not any significant relation with employee turnover intention, and (3) surprisingly there is not any significant relationship between psychological empowerment and employee turnover intention. Based on the results, the conclusion can be drawn that employees who are psychologically empowered develop crafting behaviors more than others, also, employees cognitively crafting their jobs have increased the possibility to stay in their jobs.

Keywords: Job Crafting, Psychological Empowerment, Turnover Intention, Proactive Behavior, Theory of Job Design
JEL Classification: D23, M12, M54, J63

Öz: Bu araştırma, iş şekillendirme davranışlarını oluşturan görev şekillendirme, bilişsel şekillendirme ve ilişkisel şekillendirme davranışları ile psikolojik güçlendirme algısı ve işten ayrılma niyeti arasındaki ilişkinin incelenmesini amaçlamaktadır. Araştırma kapsamında Türkiye'de kamu ve özel sektörde görev yapan 238 çalışanın verileri yapısal eşitlik modeli analizi kullanılarak incelenmiş ve elde edilen sonuçlar (1) psikolojik güçlendirme ile görev şekillendirme, bilişsel şekillendirme ve ilişkisel şekillendirme davranışları arasında pozitif bir ilişki bulunduğunu, (2) bilişsel şekillendirme davranışı ile işten ayrılma niyeti arasında negatif bir ilişkinin tespit edildiğini, ancak diğer iş şekillendirme davranışları ile işten ayrılma niyeti arasında anlamlı bir ilişki bulunmadığını, ve (3) şaşırtıcı bir biçimde psikolojik güçlendirme ile işten ayrılma niyeti arasında anlamlı bir ilişkinin bulunmadığını ampirik olarak göstermektedir. Elde edilen sonuçlara dayanarak, psikolojik olarak güçlendirilen çalışanların diğerlerine göre daha fazla iş şekillendirme davranışı geliştirdikleri, ayrıca bilişsel olarak işlerini şekillendiren çalışanların ise işlerinde kalma ihtimallerinin daha yüksek olduğuna ulaşılabilir.

Anahtar Sözcükler: İş Şekillendirme, Psikolojik Güçlendirme, İşten Ayrılma Niyeti, Proaktif Davranış, İş Dizaynı Teorisi
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1. Introduction

In today's business world, organizational innovations shaped by the developments in information technologies and environmental conditions, which are accelerating day by day, lead to the change of job designs in the working environment and to the more complex tasks undertaken by employees (Demerouti 2014). Therefore, organizations increasingly need their employees to develop proactive behaviors in nonroutine work situations besides specific job requirements to maintain their organizational competitiveness (Demerouti, Bakker, and Gevers 2015). In this sense, contrary to traditional approaches to job design theory, current perspectives emphasize that managerial or "top-down" designs and practices are insufficient to meet the needs of individuals (Hackman and Oldham 1976) and that the embracement of individual-centered "bottom-up" designs contributes to achieving more effective organizational outcomes (Bakker and Demerouti 2017; Berg, Wrzesniewski, and Dutton 2010). Individual-centered work design approaches indicate that individuals are active components in the work environment rather than passive and that individuals develop proactive behaviors and craft their job characteristics such as work practices and social interactions in the work environment (Grant and Ashford 2008; Parker, Bindl, and Strauss 2010).

As one of the proactive behaviors in the working environment, job crafting refers to behaviors that involve changes that are actively performed on the physical, cognitive and relational frames of the individual's work (Wrzesniewski and

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Dutton 2001). Employees craft their job in accordance with their own attributes and needs by changing the number, type or proceeding of work practices they apply in their work environment, developing perceptions related to work or arranging their social relationships in the work environment (Slemp, Kern, and Vella-Brodrick 2015; Wrzesniewski and Dutton 2001). Thus, through crafting behaviors, employees can improve the fit between their needs and job demands (Tims and Bakker 2010). Within this perspective, the job crafting behaviors developed by the employees can be seen as individual practices that strengthen the person-job fit (Tims, Derks, and Bakker 2016).

According to the studies in the literature, the relationship between job crafting behaviors and various organizational and individual factors has been investigated and results indicate that job crafting behaviors are positively related to a variety of positive outcomes such as organizational commitment (Leana, Appelbaum, and Shevchuk 2009), job satisfaction (de Beer, Tims, and Bakker 2016), work engagement (Bakker, Tims, and Derks 2012; Bruning and Campion 2018) and increased work performance (Petrou, Demerouti, and Schaufeli 2015). In addition, considering the positive outcomes of job crafting such as commitment and engagement, relevant studies show that job crafting behaviors of the employees decrease their turnover intention (Dominguez et al. 2018; Rofcanin et al. 2016; Esteves and Lopes 2017). However, by taking into consideration changes in organizational and individual expectations, it is necessary to examine empirically the relationship between job crafting behaviors and individuals' intentions related to staying or leaving their jobs in different organizational conditions. On the other hand, as determinants of job crafting behaviors in the literature; organizational and individual factors such as personality (Bipp and Demerouti 2015; Bakker, Tims, and Derks 2012), job characteristics (Kanten 2014), individual motivation (Niessen, Weseler, and Kostova 2016) and perceived organizational support (H. Kim, Im, and Qu 2018) were examined. In addition, empowering leadership behaviors (M. Kim and Beehr 2018; Thun and Bakker 2018), perceived job autonomy (Sekiguchi, Li, and Hosomi 2017; Slemp, Kern, and Vella-Brodrick 2015) and self-efficacy perception (Kanten 2014) are related to employees' job crafting behaviors. However, although studies with various perspectives in the literature have examined these empowerment-related concepts in job crafting behavioral processes, a limited number of studies address individuals' cognitive empowerment perceptions with a more holistic approach.

Addressing the related shortcomings in the literature, this study aims, as shown in the Figure.1, empirically examine (1) the relationship between psychological empowerment perception and task crafting, cognitive crafting, and relational crafting as job crafting behaviors, (2) the relationship between these crafting behaviors and employee turnover intention, and (3) the relationship between psychological empowerment perception and employee turnover intention. Within the framework of the established conceptual model of this study, the relationships between the concepts of task crafting, cognitive crafting, relational crafting, psychological empowerment, and employee turnover intention were empirically examined by using structural equation modeling. Indeed, this research contributes theoretically to explaining the effects of psychological empowerment perception on job crafting behaviors and to better understand the cognitive processes of job crafting behaviors on employees' intention to leave by taking into consideration changes in organizational and individual demands in work environment.

2. Theoretical Background and Hypothesis Development

2.1. Job Crafting

With the evolution of job design theory (Hackman and Oldham 1976; Oldham and Hackman 2010), the importance of bottom-up job redesign approaches has emerged, and thus proactive behaviors of employees have been seen as processes that contribute to organizational performance and competitiveness as a complement to managerial top-down approaches (Demerouti 2014). As a work-specific form of proactive behavior, job crafting refers to an informal process that the employees change their work practices physically, cognitively, and relationally through the purpose of balancing their individualistic interests and job requirements (Slemp and Vella-Brodrick 2013; Wrzesniewski and Dutton 2001). By developing job crafting behaviors, employees redesign their job characteristics, in this way their work motivations and interests become more compatible with the work itself (Slemp, Kern, and Vella-Brodrick 2015). In the job crafting process, the factors that drive employees to such a proactive approach are often the desire of employees to fulfill their psychological needs (Rudolph et al. 2017; Wrzesniewski and Dutton 2001). Research examining job crafting behaviors in terms of the job demands-resources (JD-R) theory indicate that employees manage the balance between job demands (workload, work complexity, time pressure, work-related interactions) and job resources (role clarity, supervisor support, autonomy, job security) through crafting behaviors (Bipp and Demerouti 2015; Demerouti et al. 2001; Tims and Bakker 2010).

Employees craft their jobs by proactively changing tasks performed in work processes, cognitions shaping the main purpose of work, and relations leading the interactions in the work environment (Slemp and Vella-Brodrick 2013; Wrzesniewski et al. 2013). Therefore, types of crafting behaviors which employees or crafters engage are categorized into three forms which are task crafting, cognitive crafting and relational crafting (Wrzesniewski and Dutton 2001). Task crafting behavior includes proactive changes over the scope, amount or nature of tasks such as creating individualized work practices or undertaking additional tasks (Wrzesniewski et al. 2013). Cognitive crafting behavior signifies proactive alterations over how an employee perceives or sees the job and thus how to approach the work as a meaningful whole (Slemp and Vella-Brodrick 2013). Finally, relational crafting behavior refers to proactive changes over the quality or

amount of social interactions with others such as how often an employee interacts with whom and how the quality of this interaction should be (Wrzesniewski and Dutton 2001). Employees initiate these informal changes with the purpose of shaping their work practices and interactions in accordance with their idiosyncratic needs and interests, and thus they increase the positive meaning of job, job satisfaction and person-job fit (Rofcanin et al. 2016; Tims, Derks, and Bakker 2016; Wrzesniewski et al. 2013).

Indeed, crafting behaviors provides a variety of positive organizational outcomes such as organizational commitment (Leana, Appelbaum, and Shevchuk 2009), positive perception of work meaningfulness (Wrzesniewski et al. 2013), increased person-job fit (Tims, Derks, and Bakker 2016), job satisfaction (de Beer, Tims, and Bakker 2016), work performance (Petrou, Demerouti, and Schaufeli 2015), work engagement (Bruning and Campion 2018) and psychological well-being (Slemp and Vella-Brodrick 2014; Slemp, Kern, and Vella-Brodrick 2015). However, job crafting research frequently focused on investigating the outcomes of crafting behaviors and a limited number of studies have examined the determinants of job crafting behavior (H. Kim, Im, and Qu 2018). Studies examining determinants of crafting behaviors mostly assess work characteristics (Kanten 2014; Niessen, Weseler, and Kostova 2016), personality types (Bipp and Demerouti 2015; Bakker, Tims, and Derks 2012) and motivational processes (Niessen, Weseler, and Kostova 2016). Despite positive effects of crafting behavior on organizational outcomes and better individual experiences of satisfaction, commitment and engagement; job crafting does not cure all the organizational problems, but it is possible to manage job crafting in an efficient way to achieve desired organizational goals and enhance individual performance (Demerouti 2014; H. Kim, Im, and Qu 2018).

2.2. The Antecedent of Job Crafting: Psychological Empowerment

Psychological empowerment, as a cognitive process shaped by employees' perceptions of managerial empowerment practices, refers to an intrinsic task motivation that includes positive experiences of employees depending on their tasks (Thomas and Velthouse 1990) and the process of improving self-efficacy feelings of employees by eliminating the conditions that cause the feeling of powerlessness (Conger and Kanungo 1988). Intrinsic task motivation is composed of four cognitions indicating an individual's approach to his/her work tasks which are meaning, competence, self-determination, and impact (Spreitzer 1995; Thomas and Velthouse 1990). The combination of these cognitions comprises an overall construct of psychological empowerment which helps employees to feel able to shape or design their work role and context (Spreitzer 1995).

Managerial empowerment practices and employees' perceptions of these practices lead to various behavioral outcomes in organizations (Seibert, Wang, and Courtright 2011). Prior research has shown that empowering leadership has a crucial role in enhancing or decreasing an employee's motivation to enact proactive behaviors (Thun and Bakker 2018; M. Kim and Beehr 2018). As cognitions of employees in empowerment processes, self-determination and self-efficacy are also considerable determinants of engaging proactive behavior (Gagné and Deci 2005; Tims, Bakker, and Derks 2014). Considering that empowering employees and enhancing cognitions of being empowered lead them to enact proactive behaviors, research has shown that empowerment cognitions such as perceived job autonomy (Sekiguchi, Li, and Hosomi 2017; Slemp, Kern, and Vella-Brodrick 2015), and self-efficacy (Kanten 2014; Tims, Bakker, and Derks 2014) have been positively related to job crafting behaviors. Indeed, support by the supervisor in building self-determination, competence, and flexibility that employees perceive, helps them to develop job crafting behaviors (Demerouti 2014; Thun and Bakker 2018). Therefore, we consider that psychological empowerment has a promising potential on job crafting behaviors because it contains task cognitions such as autonomy, self-efficacy, meaning of work, and influencing organizational outcomes which lead them to engage proactive behaviors. However, a limited number of studies has examined the relationship between employees' psychological empowerment perception and job crafting behavior. Addressing this limitation, we aim to examine the relationship between job crafting behaviors and psychological empowerment perception. Consequently, the following hypothesis is suggested:

H1: Psychological empowerment perception of employees is positively related to (a) task crafting behavior, (b) cognitive crafting behavior, (c) relational crafting behavior.

2.3. The Consequence of Job Crafting: Employee Turnover Intention

Turnover intention refers to an employee's conscious and deliberate willfulness to leave the organization and it is the last sequence of withdrawal cognitions in the process which ends with turnover behavior (Meyer and Tett 1993). Turnover holds crucial importance for the success of an organization because high turnover rates may cause detrimental effects like additional costs for new employees' selection and training, reducing productivity, and especially losing organizational knowledge and qualified human capital (S. Y. Kim and Fernandez 2017; Esteves and Lopes 2017). Research has identified a number of antecedents of turnover, especially higher sense of work engagement, job satisfaction, and organizational commitment associated with reducing employees' turnover intentions (Cotton and Tuttle 1986; Griffeth, Hom, and Gaertner 2000; Meyer and Tett 1993). In addition, together with attitudinal and behavioral determinants, turnover intentions of employees may increase when they perceive any lack of congruence between them and their job (Andela and van der Doef 2019). Regarding this, it can be concluded that increasing person-job fit helps employees to reduce turnover intentions. Considering this view, as we mentioned before, research has shown that employees' proactive behaviors have a significant effect on achieving a better match between employees' attributes and the work context (Tims, Derks, and Bakker 2016). Besides, research has indicated that as a work-specific type of proactive behavior, job crafting

is also associated with reducing employees' turnover intentions (Dominguez et al. 2018; Esteves and Lopes 2017; Rofcanin et al. 2016; Rudolph et al. 2017). Considering the relationship between intention to leave and desired positive organizational outcomes such as work engagement, job satisfaction, and organizational commitment, also job crafting as a work-specific proactive behavior may lead employees to reduce turnover intention. Therefore, we hypothesize that:

H2: Task crafting behavior (a), cognitive crafting behavior (b), and relational crafting behavior (c) is negatively related to employee turnover intention.

On the other side, an employee who considers his/her manager as low in supportive behaviors may be more inclined to search for another job, and the reason why employee develops turnover intention may be looking for better support from another organization (Wayne, Shore, and Liden 1997). Research shows that managerial interventions and support help effectively to decrease employee's intention to leave (Griffeth, Hom, and Gaertner 2000). Therefore, as a managerial intervention, empowerment practices provide employees better opportunities for autonomy and growing self-efficacy feeling, and accordingly employees' cognitions of their jobs increase in a positive (Seibert, Wang, and Courtright 2011; Spreitzer 1995). In this sense, employees' cognitions of being empowered helps them to be more committed, satisfied, engaged and less intended to leave the organization (de Klerk and Stander 2014; Kraimer, Seibert, and Liden 1999; Seibert, Silver, and Randolph 2004; Seibert, Wang, and Courtright 2011). Considering from this point of view, research has shown that increased psychological empowerment perception of an employee helps decreasing turnover intention directly and indirectly (de Klerk and Stander 2014; S. Y. Kim and Fernandez 2017; Islam, Khan, and Bukhari 2015; Seibert, Wang, and Courtright 2011). Taking into account changing organizational conditions and individual expectations, the relationship between psychological empowerment perception and turnover intention may be affected by various individual and organizational factors. Thus, we aimed to examine the relationship between psychological empowerment perception and employee turnover intention. Therefore, the following hypothesis is offered:

H3: Psychological empowerment perception of employees is related to employee turnover intention.
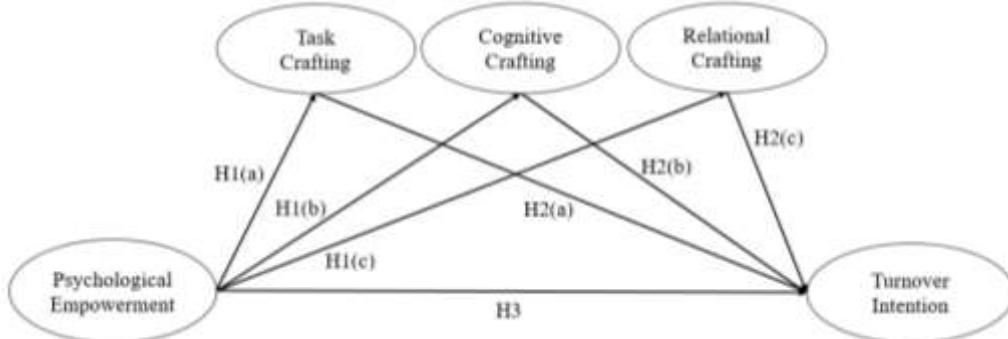
Figure 1. Conceptual Model

3. Methodology

3.1. Sample and Data Collection

Data were collected via a self-administered questionnaire. The questionnaire consisted of 32 items measuring psychological empowerment, job crafting, and turnover intention. Additionally, 5 questions (gender, age, position, work tenure, and sector) were used to determine the demographic profile of the respondents. The sample of the study consisted of 238 respondents working in the private and public sectors in Turkey. Of 238 respondents, 51.3% were male while 48.7% (n=116) were female. Additionally, age of respondents ranged from 18-24 (5%), to 25-34 (79.4%), 35-44 (13%), and more than 45 (2.5%). Evaluated in terms of experience, 13% of the participants had less than 1 year, 63.4% of them had 1-5 years of experience, 18.1% of them had 6-10 years of experience and 5.5% of them had 11 years of work experience. Finally, 18.9% of respondents worked in a manager position.

3.2. Measures

To test the aforementioned hypotheses, we adopted scales from previous literature. 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to assess the psychological empowerment, job crafting, and turnover intention. Psychological empowerment was assessed by a 12-item psychological empowerment scale (Spreitzer 1995) measuring four sub-dimensions as meaning, competence, self-determination, and impact. A sample item is "I have significant autonomy in determining how I do my job." 15-item Job Crafting Questionnaire developed by Slemp and Vella-Brodrick (2013) was used for assessing the extent to which employees craft their job. A sample item is "I introduce new approaches to improve my work". 5-item Employee Turnover Intention Scale (Wayne, Shore, and Liden 1997) was used for assessing the turnover intention of respondents. A sample item is "I am actively looking for a job outside this company".

4. Analysis

4.1. Factor and Reliability Analysis

After the data collection, confirmatory factor analysis was used for assessing the reliability and validity of variables (Fornell and Larcker 1981). After eliminating the 7 items having low or cross-loadings, results showed that our model fit adequately (CFI = .92, IFI = .92, TLI = 0.91, $\chi2/df$ = 1.873, RMSEA = .06).

Table 1. Result of Factor and Reliability Analysis

Item	Factor Loadings	CR	AVE	Cronbach's Alpha
Task Crafting		.81	.51	.80
JC4: Choose to take on additional tasks at work	.65			
JC3: Introduce new work tasks that you think better suit your skills or interests	.72			
JC2: Change the scope/types of tasks that you complete at work	.72			
JC1: Introduce new approaches to improve your work	.75			
Cognitive Crafting		.80	.51	.80
JC10: Reflect on role your job has for your overall well-being	.77			
JC9: Think about the ways in which your work positively impacts your life	.83			
JC8: Remind yourself of the importance of your work for the broader community	.60			
JC6: Think about how your job gives your life purpose	.62			
Relational Crafting		.77	.63	.76
JC12: Organize or attend work related social functions	.85			
JC13: Organize special events in the workplace	.73			
Turnover Intention		.82	.62	.80
TOI2: As soon as I can find a better job, I'll leave this organization	.55			
TOI4: I am actively looking for a job outside this organization	.77			
TOI5: I am seriously thinking about quitting my job	.98			
Psychological Empowerment		.80	.50	.88
Meaning		.84	.64	.84
PE3: The work I do is meaningful to me.	.86			
PE2: My job activities are personally meaningful to me	.75			
PE1: The work I do is very important to me	.76			
Competence		.84	.64	.84
PE6: I have mastered the skills necessary for my job	.80			
PE5: I am self-assured about my capabilities to perform my work activities	.82			
PE4: I am confident about my ability to do my job	.76			
Self-determination		.90	.75	.90
PE9: I have considerable opportunity for independence and freedom in how I do my job	.82			
PE8: I can decide on my own how to go about doing my work	.86			
PE7: I have significant autonomy in determining how I do my job	.90			
Impact		.88	.78	.87
PE11: I have a great deal of control over what happens in my department	.94			
PE10: My impact on what happens in my department is large	.81			

In addition, each composite reliability, Cronbach's Alpha and AVE value were above the threshold value (Fornell and Larcker 1981), confirming the reliability of all variables in the research model. In terms of validity, convergent and discriminant validity were assessed and factor loadings ranged from 0.60 to 0.98, exceeding the cut-off value and demonstrating the convergent validity (Bagozzi and Yi 1988). Also, the square root of AVE for all variables was greater than correlations between pairs of constructs, suggesting discriminant validity (Fornell and Larcker 1981).

Table 2. Descriptive Statistics and Correlation Analysis

	Mean	S. Dev.	1	2	3	4	5
Psy. Empowerment	4.08	.55	(.70)				
Task crafting	3.80	.68	.58**	(.71)			
Cognitive crafting	4.03	.71	.60**	.38**	(.71)		
Relational crafting	3.35	1.03	.23**	.33**	.132*	(.80)	
Turnover intention	2.43	.98	-.25**	-.16*	-.37**	-.06	(.79)

Diagonals show the square root of AVEs.
**p<0.001 *p<0.05 level

Table 2 shows the descriptive statistics and correlations between variables. These results indicate that psychological empowerment was significantly and positively correlated with task crafting (r = .58, p < .001), cognitive crafting (r = .60, p < .001), and relational crafting (r = .23, p < .001). Task crafting (r = -.16, p < .05) and cognitive crafting (r = -.37, p < .01) were also significantly and negatively correlated with turnover intention while there was no correlation between relational crafting and turnover intention (r = -.06, p > .1). Finally, psychological empowerment was significantly and negatively correlated with turnover intention (r = -.25, p < .01).

4.2. Hypotheses Testing

After the reliability and validity analysis, the aforementioned hypotheses in the research model were tested using structural equation modelling. Model fit the data adequately based on the fit indices (CFI = 0.92, IFI = 0.92, TLI = 0.91, $\chi2/df$ = 1.88, RMSEA = 0.06).

Table 3. Hypotheses Testing

Hypotheses		Path Coefficients	t	Results
H1a	Psy. Empowerment → Task Crafting	.75	6.83***	Supported
H1b	Psy. Empowerment → Cognitive Crafting	.68	6.57***	Supported
H1c	Psy. Empowerment → Relational Crafting	.34	3.45***	Supported
H2a	Task Crafting → Turnover intention	-.12	-.97	Not Supported
H2b	Cognitive Crafting → Turnover intention	-.58	-4.69***	Supported
H2c	Relational Crafting → Turnover intention	-.01	-.25	Not Supported
H3	Psy. Empowerment → Turnover intention	.17	1.02	Not Supported

***. P< 0.001

Table 3 shows the results of hypotheses testing. When the relationship between psychological empowerment and job crafting is examined, psychological empowerment was positively related to task crafting (β = .75 p < .001), cognitive crafting (β = .68 p < .001) and relational crafting (β = .34 p < .001), supporting H1a, H1b and H1c. Besides, cognitive crafting was negatively associated with turnover intention (β = -.58 p < .001), supporting H2b. On the other hand, we did not find statistically significant relationship between turnover intention and task crafting (β = -.12 p > .1) and relational crafting (β = -.01 p > .1), not supporting H2a and H2c. Additionally, psychological empowerment was not related to turnover intention of employees (β = .17 p > .1), hence not supporting H3. Additionally, based on the results, psychological empowerment explains 57% of the variance in task crafting, 47% of the variance in cognitive crafting, and 12% of the variance in relational crafting. Task crafting, relational crafting, cognitive crafting, and psychological empowerment also explain the 30% variance in turnover intention.

5. Discussion and Conclusion

In recent years, the proactive behavior of employees in the workplace attracts the great attention of many researchers due to their positive effects on employees' behaviors. In this study, as one of these proactive employee behaviors, we focused on job crafting behavior and the potential relationship between job crafting and turnover intention as a successor and psychological empowerment as a precursor of job crafting behavior.

Firstly, we investigated the relationship between empowerment and job crafting and found that empowerment heightens the task crafting, cognitive crafting, and relational crafting. The results of this study comport with previous research. For example, Tims, Bakker and Derks (2014) revealed that employees having high self-efficacy are more confident about their competence to change the different aspects of their job with job crafting. Similarly, Slemp, Kern, and Vella-Brodrick (2015) found that autonomy gives employees a feeling of ability to control their jobs and activities and so predicts their job crafting behavior.

Secondly, we concluded that, of all aspects of job crafting, only cognitive crafting affects the employees' turnover intention. However, Vermooten, Boonzaier, and Kidd (2019) stated that employees crafting their jobs more tend to stay

with their organizations. On the other hand, (Dominguez et al. 2018) investigated the different job crafting skills of employees and founded that the ability to increase structural resources negatively affects the intention to leave whereas skills of reducing hindering demands increase the turnover intention. Contrarily, Rudolph et al. (2017) concluded that there is no significant relationship between overall job crafting and intention to leave but also stated that job crafting dimension of decreasing hindering job demands were related to intention to leave. With this regard, there is a controversy about the findings in the field.

Interestingly, in terms of the effects of psychological empowerment on turnover intention, the result of this study demonstrated that psychological empowerment has no significant impact on turnover intention. However, Seibert, Wang, and Courtright (2011) concluded that psychological and team empowerment influence negatively the turnover intention of employees. In a similar vein, Kim and Fernandez (2017) also revealed that employees more tend to stay with their organization when they psychologically empowered in their organization. In order to understand the underlying causes of this finding, which is different from the literature, it will be useful to conduct in-depth research with qualitative methods.

Finally, when evaluated in terms of managers, through empowering employees psychologically, organizations will increase their tendency to show proactive behaviors in their work and one of these behaviors becoming job crafting. Besides, to retain their employees, organizations also should provide a working environment allowing employees to craft their jobs, especially in the cognitive sense. In light of the above discussion, the findings of the study are expected to be beneficial for both theoreticians and practitioners.

5.1. Limitations and Future Research

Firstly, we designed our study as a cross-sectional study. With this regard, the casual relationships between variables and changes in variables over time were not possible. In this context, longitudinal research may be beneficial for future research. Besides, the current study was based on self-reported data. The sample of the study also consisted of the employees working in the public and private sectors in Turkey. For increasing the generalizability of the findings, a cross-cultural study may be conducted. Additionally, future research may focus on the specific sectors for investigating the role of job crafting. For example, in the information technology sector, job crafting may be more important and provide crucial findings for the existing literature.

In this study, we investigated the role of psychological empowerment as an antecedent of job crafting. Future research can also explore the role of both personal and organizational factors. For example, in terms of personal factors, personality, gender, age and professional background of employees may be predictive of their ability to craft their job. Furthermore, the existence of organizational culture and leadership style giving the opportunity to their employees for behaving proactively about their job, organizational support perception of employees may also expand the existing literature. On the other hand, future research should investigate the potential negative effects of job crafting behavior. For example, employees who have the ability to craft their jobs may see themselves as over-qualified and this situation may lead them to behaviors as cynicism. Future studies will examine these possible relationships to extend the existing literature.

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