

The Role of Job Crafting and Job Engagement in The Effect of Organizational Commitment on Job Performance

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ABSTRACT

In this study, it is aimed to determine the effect of organizational commitment on job performance, job engagement and job crafting, and to test whether there is a mediating effect of job crafting and job engagement in the interaction between organizational commitment and job performance, with hypotheses based on theoretical grounds. In this study, a quantitative method was used as a research approach. This study was conducted with data collected from 512 employees in an institution operating in the public sector. As a result of the research, it has been revealed that organizational commitment has a positive effect on job performance. It has been observed that organizational commitment affects job performance in the same direction and job crafting plays a partial mediator role in this effect. In addition, the role of job engagement between organizational commitment and job performance was examined. As a result of this analysis, job engagement plays a partial mediator role between these two variables. In the context of all these results, it has been determined that job crafting and job engagement are effective mediating variables between organizational commitment and job performance.

Keywords: Organizational commitment, job performance, job crafting, job engagement, mediator role.

JEL Classification Codes: J2, L2, J20, D23

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INTRODUCTION

One of the main purposes of businesses is to ensure their sustainability. To succeed in this goal, businesses that want to have a competitive advantage in today's conditions where competition is high, focus on moving their business performance to a better point by encouraging employees to use their talents at the highest level and increasing the institutional motivation and willingness. In short, creating a workplace culture for employees, making the necessary improvements, redesigning their jobs, and similar managerial practices are always carried out to increase performance.

Considering the precursors of performance, organizational commitment, which expresses the state of employees not thinking of leaving the organization, stands out as a fundamental factor, and in this context, it becomes important to show the effectiveness of institutional motivation on work performance. Although there are studies discussing the existence of this effect, it can be stated that this relationship cannot be only

one-way and linear in organizations that are living and developing systems, and that different behavioral variables will indirectly contribute to this interaction. In this context, it is thought that job crafting and employment will have a mediating role in this interaction.

In this context, this research focuses to identify the impact of organizational commitment on job performance. Moreover, it is searched for a mediating role of job crafting and job engagement on organizational commitment and job performance, with hypotheses based on theoretical grounds.

CONCEPTUAL FRAMEWORK AND HYPOTHESIS

Job Performance

Job performance is a substantial link to company performance success (Kappagoda et al., 2014) and is expressed as the attitude of the employee to make efforts and contribute to the achievement of business goals (Campbell & Wiernik, 2015).

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Businesses: they prefer employees who are dedicated to the organization, have skills and competence, and complete their tasks on time, that is, who create a competitive advantage. The efforts and behaviors of the employees in the job roles that benefit the business create job performance (Çelebi, 2019). Job performance can be explained as the fulfillment of the issues in the job descriptions of the employee and the provision of the necessary requirements related to the job by the employee. In general, job performance is classified as task and contextual performance.

Task performance addresses the requirements in the job description, referring to the jobs included in the organization's reward system, including the contribution of the employee to the firm's performance (Williams & Karau, 1991). In this context, Motowidlo and Scotter (1994) define task performance as necessary results and behaviors that are crucial for organizational targets and are valid for every job.

Contextual performance has emerged because task performance not being completely sufficient to explain job performance. Contextual performance does not always have a direct relation to the content of job descriptions. It is the internal state that supports the achievement of the expected output and success by doing more tasks. In addition, contextual performance is a phenomenon that indirectly benefits the performance of the organization by facilitating task performance, which consists of attitudes that add value the psychological, organizational, and social environment (Borman, 2004: 238).

What is important for organizations, as mentioned before, is to maximize business results, ensure sustainability, and maximize employee performance. To achieve these phenomena, performance antecedents need to be determined and evaluated. The idea of organizational commitment which is thought to affect the performance of employees is included in this research.

Organizational Commitment

The organizational commitment may be described as the general frame to which workers internalize the aims and norms of the organizations they are involved in, their emotional commitment to their organizations, and their willingness to serve their organizations (Allen & Meyer, 1996: 252).

The relationship between job performance and organizational commitment has been confirmed in some

studies, but the effects of these variables are different. According to Loan (2020), organizational commitment possesses important effects on employee performance in the workplace. To evaluate the link between job performance and organizational commitment positively influencing job performance and being regarded as one of the precursors of job performance, hypothesis one has been established and explained.

H₁. Organizational commitment has a same direction impact on job performance.

Important phenomenon having an influence on the linkage between job performance and organizational commitment is the worker's job crafting ability.

Job Crafting

Job crafting might be explained with the theoretical background of job design theory and the job demands-resources model. In 2001, Wrzesniewski and Dutton mention that the workers' role in influencing the tasks and social relations that make up a "job" is minimal in traditional job design. However, even in the most limited jobs, workers can have an effect on the essence of the work. Theoretically, in this context, it can be stated that the idea of job crafting begins with job design theory. Hackman and Oldham (1976) based the job design measure the worker's psychological state and motivation in their research. It might also be stated that the employee's own job design can provide employee motivation, job performance and job satisfaction. Moreover, it is regarded that it should be developed to include motivators that will encourage the responsibility, success, competence, and development of the employee (Oldham & Fried, 2016: 21). This approach can be explained by job design theory. In job design theory, it has been important to highlight personal differences are an important part of motivation (Campion & McClelland, 1993). In 2001, Wrzesniewski and Dutton argue that doing a job is deeply related to the effort of shaping the cognitive and physical task boundaries. In this context, it is thought that job crafting is another way to traditional job design techniques with a more inclusive perspective with the qualifications of changing the boundaries of social relations, the importance and meaning of the job along with the job bounds of the workers.

Job crafting may also be definition by the primary assumption of the job demands-resources model. Job demands are the organizational and social acquisitions of employees in their jobs because of their psychological and physical conditions, whereas job resources are

the organizational, social, physical, and psychological aspects of the functionally successful results of jobs. Job resources, which consider physiological costs and psychological such as the role quality of the employee, task level, decision-making process, and task identity, include all stages from the organization level to the organization of the job (Bakker et al., 2004; Boyd et al., 2019; Vegchel et al., 2005).

Task crafting is the reorganization of the worker's task activities. Relational crafting is the formatting made via social interactions in the workplace. Cognitive crafting, on the other hand, is explained as a mental action that is related to how the employee perceives his job and that contributes to business life and makes him, and his work feel valuable.

Job crafting might result in important outcomes for the engagement and performance quality of employees. Within the framework of these explanations, the related studies are generally about to the results of job crafting. Qi, Li and Zhang's (2014) results of research showed that affective commitment was linked to job crafting and also Hu and friends' (2020) research consequences showed that job crafting was positively linked to commitment human resources practices.

In this context, job crafting assists workers to be more motivated in their workplaces with their organizational commitment. For this reason, organizational commitment has been evaluated as a significant element in determining the job crafting abilities of human resources. Accordingly, hypothesis two was formed to reveal the linkage between job crafting and organizational commitment.

H₂. Organizational commitment has a same direct on job crafting.

While job simplification and classical job design approaches (job enrichment, job rotation, flexible working, job enlargement, etc.) occur with the decisions and directions taken by the senior management to increase the performance and motivation of the employees, job crafting includes an arrangement starting from the bottom up from the employee. Accordingly, this model has been considered as one of the theories supporting the hypothesis that job crafting possesses a positive impact on job performance.

In recent years, the development of a detailed understanding of how employees change and shape their jobs on their own to improve their job performance and well-being in the workplace has led to the

consideration of job crafting by researchers. In particular, it has been observed that this concept has revealed results in the same direction as job performance and job crafting (Bakker et al., 2012; Lee & Lee, 2018). Create on the conceptual reasons explained hypothesis three was formed.

H₃. Job crafting has the same direction and impact on job performance.

In 2014, according to Qi and friends' research, emotional commitment possesses a positive impact on job crafting. It is obvious that workers with relatively strong organizational commitment are more loyal to their organizations. In addition, they spend more effort to add to the aims of the company and they recognize more with the organizational values. They tend to work harder than employees with low organizational commitment. Grant and friends discuss in 2008 that organizational commitment and emotional commitment strengthen workers to set higher aims for themselves and also to strive to develop their performance. In 2001, in accordance with Wrzesniewski and Dutton workers shape their jobs because they perceive that their behaviors match their wishes, targets, or responsibilities within the organization. Therefore, workers who have a high level of emotional commitment to their organizations are more probably to do their works effectively (Qi et al., 2014). Employees who identify themselves through the values and aims of the firm are likely to demonstrate more performance to proactively invest in organizational activities. In this context, workers with strong organizational commitment are more probable to take initiative and reveal job crafting behavior. Hypothesis 4 has been created regarding the direction of this indirect effect when there is a mediating variable that motivates the employee to exhibit a positive attitude in the linkage among job performance and organizational commitment.

H₄. Job crafting has a mediating role in the impact of organizational commitment on job performance.

Another variable that is addressed which has an impact in the context of the linkage among job performance and organizational commitment is job engagement.

Job Engagement

Job engagement has a direct relation to the identity of the group or company in which employees give their energies in cognitive, emotional, and physical domains to meet their role expectations (Tyler & Blader, 2003). Being employed, which is a continuous situation depending on the passion and commitment that workers feel towards

their work (Bakker & Demerouti, 2008), is the emotional immersion of employees in their roles at work by providing their energy and effort to the work. (Kahn, 1990).

Job engagement is explained by the psychological conditions theory. Kahn (1990) created two concepts to explain how individuals balance themselves in their roles, namely, individual withdrawal, distancing, and individual dedication and dedication. These indicate the one's need for self-expression and dedication to work. These concepts are characterized by features such as dedication and hard work (Schaufeli & Bakker, 2004; Walden et al., 2017). Within the dimension of being vigor, the employee is characterized as physically energetic, emotionally strong, and diligent, with a high energy level and mentally vigorous, displaying a voluntary, combative attitude. The dimension of dedication includes valuing the work done, feeling that the work is important, being proud of the work, trying to prove oneself, being able to challenge, struggling and working enthusiastically. The dimension of absorption is explained as the workers full concentration on their job, their complete commitment to their job, not understanding how time passes in such a situation, being happy while dealing with his job, and having difficulty quitting his job.

The model of job engagement as doing the job with high energy and high performance and focusing on his job with his own will and effort. In this context, work engagement signifies the members positive behaviors at work. Likewise, organizational commitment is a concept that supports a constructive notion for the worker. Specifically, workers with a higher level of emotional commitment are more probable to be energetic and contributive. The concept that organizational commitment can influence job engagement. Hypothesis 5 was formulated to inspect the linkage among job engagement and organizational commitment.

H₅. Organizational commitment has a same direction impact on job engagement.

There may be some reasons why employees with relatively high job engagement perform better than those without. The most convincing one can be assumed that employees generally feel positive emotions. Xanthopoulou and friends in 2009 argued that these personal resources are utilized to deal with job demands and eventually to perform well. Accordingly, studies showing the presence of a positive linkage between job engagement and performance are increasing day by day (Bakker et al., 2012). Create on the conceptual reasons explained hypothesis six was formed.

H₆. Job engagement has a same direction impact on job performance.

When workers are given resources at job, they can be more dedicated to their daily activities by connecting more deeply to their role performances (Kahn, 1990), and they can experience a feeling of belonging to the institution more (Schaufeli & Bakker, 2004). Therefore, under the theoretical umbrella of Hypothesis 5 and Hypothesis 6, Hypothesis 7 was created to study the mediating role of job engagement in the linkage among job performance and organizational commitment.

H7. Job engagement has a mediating role in the impact of organizational commitment on job performance.

In Figure 1, the study model within the structure of the hypotheses described above is shown.

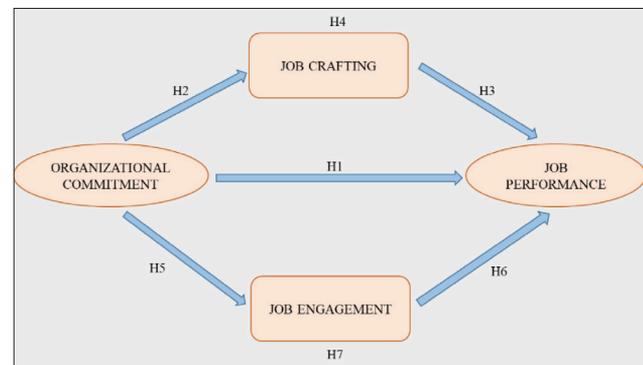


Figure 1: Study Model

METHOD

Sample

The study data gathered from 512 white colour employees in an institution operating in the transport sector of public sector. Public workers are groups that may vary with regard to their job performance in comparison to the private sector.

The universe of the research was determined as active workers. In this framework, the universe is infinite. Özdamar (2003) emphasized that if the universe is infinite, the number of samples will be sufficient when the sample is equal to and/or larger than 384. Therefore, it is adequate.

The data of the research was applied with a questionnaire of 46 questions on the basis that the participants voluntarily answered. These surveys were conducted both face-to-face and online. 49.7% (304) of the participants in the study were male and 34%

(208) were female. Moreover, 0.2% of the participants have primary or secondary school degree, 4.2% has a high school degree, 6.5% associate degree, 56.7% have undergraduate and 32.1% have postgraduate education.

The data analyzed through using in the program of SPSS and Smart PLS package program. In this framework, reliability, validity and hypotheses were tested in the Smart PLS program, and the SPSS program was used for correlation and frequency analysis.

Measures

Job Performance Scale

Two different scales were used to measure job performance.

Task performance scale: The scale adapted from Kirkman and Rosen (1999) by Sigler and Pearson (2000). The scale adapted into Turkish by Çelebi (2019) was used. The scale has one-dimensional structure consisting of 4 items.

Contextual Performance Scale: To measure contextual performance, the organizational citizenship scale developed by Fox and Spector (2011). The scale adapted to Turkish by Çelebi (2019) was used. The scale one-dimensional structure consisting of 10 items.

Organizational Commitment Scale

In 1993, Jaworski and Kohli developed organizational commitment scale. The scale adapted to Turkish by Şeşen (2010). The scale has one-dimensional structure consisting of 5 items.

Job Crafting Scale

It developed job crafting scale by Wrzesniewski and Dutton (2001). The scale adapted into Turkish by Yavuz and Artan (2019), was used. The 27-item scale consists of 7-item task shaping, 9-item cognitive shaping and 11-item relational formatting dimensions.

Job Engagement Scale

The "Utrecht Job Engagement to Work Inventory Very Short Version (UWES-3)", which includes 3 statements argued by Schaufeli et al. (2006). The scale adapted into Turkish by Güler and friends (2019), was used. The scale consists of five-point likert type and 3 items.

Research Reliability and Validity

Reliability, convergent, and divergent validity analyses of each scale of research were conducted using the Smart PLS program. In all these processes, the values put forward by Fornell and Larcker (1981) were taken into account. In this context, it was monitored whether the Cronbach Alpha value of the scales used in the research was equal to or greater than 70%. In addition, factor loadings of each of the items of the scales were determined to be equal to or higher than 40%. In addition, it was checked whether the average variance value (AVE) explained for discriminant validity was equal to or greater than 50% (Hair et al., 2017). It seen that Cronbach's Alpha, Convergent validity (CR) and factor values coefficients in the first evaluation were at the accepted levels for the four scales considered in the study (Fornell & Larcker, 1981). However, due to the fact that the explained average variance values (AVE) were below the acceptable value, intervention was made to remove certain questions from the task crafting and relational crafting sub-dimensions of the job crafting scale, respectively. In this context, the question TP1 (I change the content and/or scope of my tasks to make my job interesting for myself) was removed from the task crafting sub-dimension. From the relational crafting sub-dimension, RC6 (I change the communication method I use when I need to establish a closer relationship with others at work), RC8 (I try to get to know people well at work), RC9 (I organize special events at work), and RC10 (I usually take breaks while working with others to improve my relationships). The scale was not necessary to delete any items from the other variables. In our research, had a result that the internal consistency of the scales was ensured (Table 1).

In Table 1, the values obtained by subtracting the items suggested by the program from the dimensions of task crafting and relational crafting provided the model's goodness of fit values. The findings clearly indicate that the reliability (Cronbach's Alpha, association (CR) and explained mean-variance values (AVE) of the scales used in the study are at acceptable levels (Hair et al., 2017). In addition, the variables' discriminant validity used in the research was examined by using cross-loads and HTMT criteria (Fornell & Larcker, 1981). It is seen that discriminant validity is provided in this framework. Table 2 shows HTMT values.

The HTMT coefficients seen in Table 2 show value; theoretically, it should be below 0.90 for close concepts and 0.85 for distant concepts. In this framework, the HTMT coefficients in Table 2 are at an acceptable level since they are calculated below the threshold value. Variables' model fit values used in the study were analyzed (Table 3).

Table 1: Internal Consistency Results

Variables		Expressions	Factor	Cronbach Alfa	CR	AVE
JC	TC	2	0.660	0.867	0.866	0.520
		3	0.649			
		4	0.732			
		5	0.779			
		6	0.694			
		7	0.800			
	RC	1	0.757	0.861	0.859	0.505
		2	0.722			
		3	0.721			
		4	0.695			
		5	0.661			
		7	0.703			
	CC	1	0.760	0.910	0.909	0.527
		2	0.803			
		3	0.689			
		4	0.758			
		5	0.736			
		6	0.743			
7		0.676				
8		0.674				
9		0.682				
JP	TP	1	0.663	0.821	0.820	0.536
		2	0.687			
		3	0.701			
		4	0.861			
	CP	1	0.726	0.912	0.913	0.515
		2	0.636			
		3	0.732			
		4	0.611			
		5	0.656			
		6	0.678			
		7	0.650			
		8	0.769			
		9	0.833			
		10	0.846			
JE	1	0.771	0.756	0.760	0.514	
	2	0.698				
	3	0.679				
OC	1	0.728	0.905	0.906	0.659	
	2	0.769				
	3	0.860				
	4	0.812				
	5	0.882				
Job Crafting (JC), Task Crafting (TC), Relational Crafting (RC), Cognitive Crafting (CC), Job Performance (JP), Task Performance (GP), Contextual Performance (CP), Job Engagement (JE), Organizational Commitment (OC)						

Table 2: HTMT Coefficients of Discriminant Validity Results

Variables	CP	CC	TC	TP	OC	RC
CP						
CC	0.568					
TC	0.573	0.708				
TP	0.653	0.631	0.676			
OC	0.384	0.768	0.499	0.421		
RC	0.618	0.740	0.844	0.643	0.572	
IT	0.176	0.287	0.318	0.227	0.233	0.315

As seen in Table 3, there is not any overlapping item in the variables considered in the research ($VIF < 5$). In other words, it has been observed that there is no overlapping substance. In addition, variables had data consistency (≥ 0.70), an acceptable good fit (< 0.08), a nonsignificant difference between correlation coefficients and experimental correlation coefficients (d_{ULS} and d_G ; $p > 0.05$), and normed fit. index (NFI: 0.910). In this context, the observation of all fit values at acceptable levels indicates that the validity of the study is sufficient (Hair et al., 2017). In addition, in order to examine the discriminant validity within the extent of the research, the correlation between the factors and the square root of the AVE each of the factors that were compared (Fornell & Larcker, 1981). According to the results of this analysis, it was observed that the square root of the AVE values of the variables used in the study was greater than the correlation values between the factors. In this context, it is given in Table 4 that the correlation coefficients is smaller than the square root of the AVE value . Table 4 shows that the variables' square root AVE values used in the research are very high and well differentiated.

RESULTS AND DISCUSSION

The hypotheses created in this research were analyzed in the statistical program of Smart PLS. In this context, the explanation ratios between the variables used in the study (R^2); effect size f^2 and estimation coefficient (Q^2) values were analyzed (Hair et al., 2017). The results of the analysis are presented in Table 5 and Table 6.

As seen in Table 5, when the R^2 values obtained in the study model are examined, it is seen that organizational commitment explains job crafting from the relational crafting sub-dimension 33%, from the cognitive crafting dimension 58%, and from the task crafting dimension. Again, Table 5 also demonstrated that the working model has predictive capacity of job crafting, job performance and job engagement variables. In Table 6, the value of

the effect size f^2 is examined. Looking at the outcomes of the research, it was observed that the medium effect size of job crafting for job performance and medium level effect size of organizational commitment for job crafting.

In the study, in order to look at the mediation effect, first of all, all sub-dimensions of job engagement and job crafting were extracted from the model. In other words, the impact of organizational commitment on job performance was examined. In this impact, the effect of OC on CP ($\beta = 0.308$) and the effect of OC on TP ($\beta = 0.421$) was observed (Table 7). Then, job performance was removed from the model and replaced with job crafting sub-dimensions. The effect of OC on TC ($\beta = 0.771$), OC on RC ($\beta = 0.501$), OC on CC ($\beta = 0.576$). Then, an organizational commitment was removed from the model and replaced by job performance. In this framework, the effect of CC on CP ($\beta = 0.238$), CC on TP ($\beta = 0.264$), TC on CP ($\beta = 0.135$), TC on TP ($\beta = 0.297$), RC on CP ($\beta = 0.325$), RC on TP ($\beta = 0.118$) was observed. In addition to these, job crafting was removed from working, and organizational commitment and job performance were replaced with job engagement. In this context, the effect of OC on JE was observed ($\beta = 0.231$). Finally, an organizational commitment was removed from the model and the effect of being engagement on job performance was examined. As a result of this analysis, the effect of JE on TP ($\beta = 0.183$) and JE on CP ($\beta = 0.238$) were observed.

As seen in Table 7, the hypotheses 1, 2, 3, 5 and 6 of the study were supported. In the second stage of the study, firstly, the mediating role of job crafting in the effect of organizational commitment on job performance was analyzed. In the analysis, Zhao and friends (2010) method was taken into account for the mediating effect. The VAF value was calculated.

In this context, VAF values were calculated considering the values in Table 7. Calculated VAF values are demonstrated in Table 8.

Table 3: Overlapping Item and Model Fit Values Results

Variables		Factor Loading	VIF	rho_A	SRMR	d-ULS	d_G	NFI
JC	TC	2	1.728	0.870	0.053	2.703	1.155	0.910
		3	2.069					
		4	2.355					
		5	2.431					
		6	1.840					
		7	1.729					
	RC	1	1.673	0.860				
		2	1.402					
		3	1.815					
		4	2.026					
		5	2.534					
		7	2.623					
	CC	11	1.673	0.911				
		1	1.629					
		2	2.093					
		3	2.094					
		4	2.991					
		5	2.689					
6		1.989						
7		2.172						
8	2.442							
JP	TP	9	1.673	0.831				
		1	1.562					
		2	1.961					
		3	1.951					
	CP	4	1.715	0.918				
		1	2.336					
		2	1.738					
		3	2.633					
		4	1.673					
		5	1.952					
		6	1.855					
		7	1.999					
		8	2.560					
		9	2.777					
10	2.874							
JE	1	2.064	0.763					
	2	1.979						
	3	1.258						
OC	1	1.875	0.909					
	2	2.517						
	3	3.984						
	4	3.049						
	5	2.327						

Table 4: Convergent Validity Results

Variables		JC			OC	JE	JP	
		TC	RC	CC			TP	CP
JC	TC	(0.721)	.608**	.608**	.430**	.240**	.556**	.508**
	RC	.608**	(0.710)	.705**	.704**	.240**	.536**	.503**
	CC	.608**	.705**	(0.779)	.703**	.240**	.536**	.503**
OC		.430**	.703**	.703**	(0.811)	.195**	.363**	.350**
JE		.240**	.240**	.240**	.195**	(0.480)	.173**	.140**
JP	TP	0.536	.556**	.536**	.363**	.173**	(0.732)	.557**
	CP	.508**	.503**	.503**	.350**	.140**	.557**	(0.717)

Table 5: Research Model Coefficients

		Variable	R ²	Q ²
JC		RC	0.331	0.131
		CC	0.589	0.282
		TC	0.250	0.111
JP		TP	0.520	0.258
		CP	0.420	0.200
OC				
JE			0.054	0.024

Table 6: Research Model Effect Size Coefficients

Variable		CP	CC	TB	TP	OC	RC	JE
JC	CC	0.044			0.062			
	TC	0.206			0.076			
	RC	0.052			0.040			
TP	CP		0.001	0.001				
	TP							
OC		0.009	1.430	0.333	0.010		0.495	0.057
JE		0.002			0.000			

Table 7: Research Model Effect Coefficients

Variable	Standard-ized β	Standard Deviation	t value	p	Indirect Effect
OC->CP	0.388	0.051	7.660	0.000	0.501
OC -> TP	0.421	0.049	8.637	0.000	0.532
OC-> TC	0.771	0.032	24.412	0.000	
OC-> RC	0.501	0.055	9.130	0.000	
OC-> CC	0.576	0.043	13.334	0.000	
CC -> CP	0.238	0.083	2.846	0.005	
CC -> TP	0.264	0.080	3.285	0.001	
TC -> CP	0.135	0.127	1.063	0.018	
TC -> TP	0.397	0.114	3.480	0.001	
RC -> CP	0.325	0.110	2.945	0.003	
RC -> TP	0.118	0.126	0.934	0.041	
OC -> JE	0.231	0.054	4.309	0.001	
JE -> TP	0.183	0.052	3.490	0.001	0.122
JE -> CP	0.238	0.053	4.446	0.000	0.134

Table 8: Research Model VAF Results

Variables	Total Effect	Indirect Effect	Indirect Effect + Total Effect	VAF
OC -> CC -> CP	0.238	0.501	0.739	0.678
OC -> CC -> TP	0.264	0.532	0.796	0.668
OC-> TC-> CP	0.135	0.501	0.636	0.788
OC -> TC-> TP	0.397	0.532	0.929	0.573
OC-> RC-> CP	0.325	0.501	0.826	0.607
OC -> RC -> TP	0.118	0.532	0.65	0.818
OC -> JE -> TP	0.183	0.122	0.305	0.400
OC-> JE -> CP	0.238	0.134	0.372	0.360

As it can be seen in Table 8, there is a mediating impact on the effect of organizational commitment on job performance. When we look at the details in terms of its sub-dimensions, while there is a full mediator effect in the Organizational Commitment -> Relational Crafting -> Task Performance model; a partial mediation effect was observed in other models. Again, within the scope of the study, it was seen that being hired had a mediating effect on the effect of organizational commitment on job performance. Within the scope of the sub-dimensions of this effect, it was observed that there was a partial mediating effect in both dimensions. In this context, the

4th and 7th hypotheses of the study were supported. All these findings are shown in Figure 2.

As seen in Figure 2, all hypotheses of the study were supported. In this context, the results of the study are supported by the literature. For example, in the study conducted by Becton et al. (2009), it was found that organizational commitment is effective on job performance. In the aforementioned study, it has been observed that the increase/decrease in organizational commitment increases/decreases job performance. In another study, Zhong and others (2016) drew attention

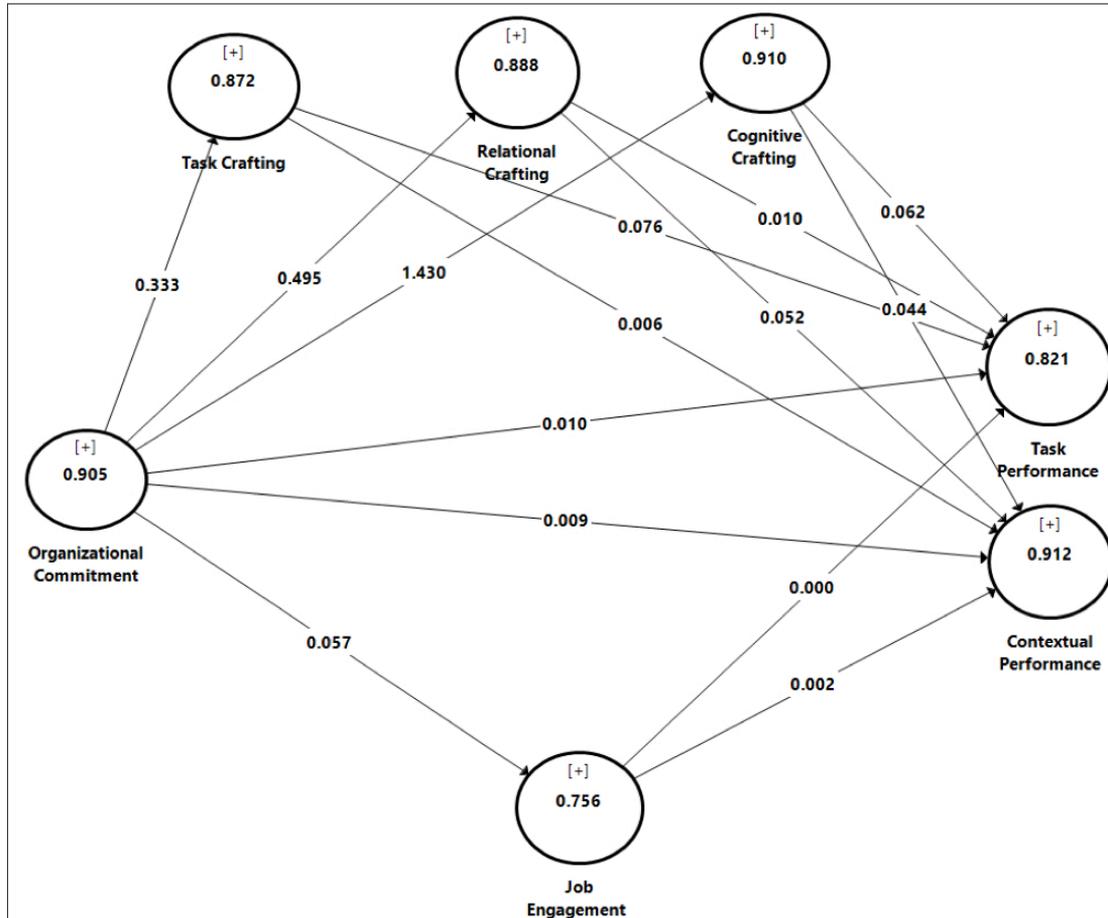


Figure 2: Structural Equation Model

to the cause-effect linkage among organizational commitment and job performance. Li and friends (2020) investigated the effect between job crafting and job performance. In this research, it has been observed that job crafting is effective in the same direction as job performance. Also observed in the literature, Bal and De Lange (2014) and Beck and Shen (2018) argued that job performance is affected by organizational commitment and this effect may play a role in job engagement. It is seen that these studies observed in the literature are in the same direction with the findings of this study.

CONCLUSION and SUGGESTIONS

This research was conducted to examine the impacts of job crafting and job engagement on the relationship between organizational commitment and job performance. In this context, first of all, the role of job crafting in the association between organizational commitment and job performance was inspected. In such a context, it was observed that organizational commitment influences job performance in the same way and job crafting plays a partial mediator role in this effect. As organizational commitment rises, job performance increases. When job crafting is added to this relationship, the effect is even higher. These results are directly proportional to the studies researched by the literature. However, in this research, the effect of job crafting, which is among the important concepts of recent times, on the impact of organizational commitment on job performance was not investigated. Among the results of this study that it has been seen that job crafting is the full tool of this effect within the context of relational crafting. When this result is added between organizational commitment and job performance, it can measure the whole relationship. This result fills the important gap in this context in the literature. Moreover, in this research, the role of job engagement between organizational commitment and job performance was examined. As a result of this analysis, job satisfaction plays a partial mediator role between these two variables. In other words, when job engagement is added to the impact of organizational commitment on job performance, this effect increases or decreases. In the context of all these results, it has been determined that job crafting and job engagement are effective mediating variables between organizational commitment and job performance. It has been revealed that researchers should realize the significance of job crafting and job engagement in the effect between these two variables.

The conclusions of the research can be evaluated in the context of sub-dimensions: In this context, it is observed that the mediating effect of task crafting between organizational commitment and task performance is higher than the contextual performance. In addition, it is observed that the mediating effect of relational crafting between organizational commitment and contextual performance is higher than task performance. On the other hand, it has been observed that the mediating effect of cognitive crafting, both contextual and task performances, is close to each other. In this case, it is considered that enabling employees with high organizational commitment to use their task crafting skills more in order to increase their task performance will be beneficial in terms of affecting the performance of the organization. However, employees with high organizational commitment; It may indirectly affect job performance with extra role behaviors that are not included in the job description but on a voluntary basis. In addition, the mediating effect of the relational crafting made by employees by determining the boundaries of their relations with each other in the contextual performance relationship may be high in this effect. Due to the high degree of this degree, managers' directing employees by correctly evaluating the relational boundaries can also positively affect the performance of the organization.

Considering the application areas; It was concluded that organizational commitment antecedent variable in order to increase job performance and the way the employees shape their own jobs and the level of their job engagement positively affect the aforementioned relationship. Since this result causes the employees to make their work more suitable for them and to stick to the job, monitoring and measuring the trends developing in this direction by the organization management may be effective in achieving better results. In addition, with such approaches and orientations, information flow will be provided from the lowest level to the highest level, especially from the managers and human resources units, on the restructuring of roles and duties according to the employees. It is evaluated that job crafting and job engagement tendencies can play important roles as indicators.

According to all results, the managers of the organization should observe the employees who have the ability to shape the job and should encourage and guide the employees with the shaping methods they make.

However, if the job shaping done by an employee is a beneficial practice for the entire organization, managers can ensure that all employees of the organization adopt this practice. Thus, they contribute positively to the organizational commitment of the employees.

In addition to these results, our study also has some limitations. First of all, the findings are limited to the characteristics of the sample. In addition, the fact that it was studied with cross-sectional data and the limitations of social desirability should be considered in the evaluation of the results.

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