

THE IMPACT OF JOB CRAFTING ON PERSON-JOB FIT: “I AM COMPATIBLE WITH MY WORK BECAUSE I CAN MAKE CHANGES IN MY WORK”

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Abstract: The aim of this study is to investigate the impact of job crafting on person-job fit. In addition, the Person-Job Fit Scale was adapted to the Turkish language in the research. In this direction, firstly, the conceptual framework of job crafting and person-job fit was established in the research. Then, the data obtained by the questionnaire technique from 140 employees of an enterprise operating in the furniture manufacturing and design sector was analyzed. In the analysis of the data, SPSS and AMOS packaging programs were used. From the findings, it was determined that the scale of person-job fit showed high reliability and validity. In addition, it has been found that job crafting have a positive and significant effect on person-job fit. In other words; it employees are more adapted to their job by increasing their level of job crafting.

Keywords: Job Crafting, Task Crafting, Cognitive Crafting, Relational Crafting, Person-Job Fit

İŞ BECERİKLİLİĞİNİN KİŞİ-İŞ UYUMUNA ETKİSİ: “İŞİMLE UYUMLUYUM, ÇÜNKÜ İŞİMDE DEĞİŞİM YAPABİLİYORUM”

Özet: Bu araştırmanın amacı, iş becerikliliğinin kişi-iş uyumuna etkisini incelemektir. Ayrıca çalışmada Kişi-İş Uyumu Ölçeği'nin de Türkçe uyarlaması yapılmaya çalışılmıştır. Bu doğrultuda çalışmada öncelikle iş becerikliliğinin ve kişi-iş uyumunun kavramsal çerçevesi oluşturulmuştur. Daha sonra mobilya imalatı ve tasarımı sektöründe faaliyet gösteren bir işletmenin 140 çalışanından anket tekniği ile elde edilen veriler analize tabi tutulmuştur. Analizlerin yapılmasında SPSS ve AMOS paketleme programları kullanılmıştır. Analiz bulgularından kişi-iş uyumu ölçeğinin yüksek güvenilirlik ve geçerlilik sergilediği belirlenmiştir. Bunun yanında, iş becerikliliğinin kişi-iş uyumunu pozitif yönde ve anlamlı düzeyde etkilediği bulunmuştur. Dolayısıyla çalışanın iş beceriklilik düzeyinin artmasıyla işlerine daha fazla uyum sağladıkları görülmüştür.

Anahtar Kelimeler: İş Becerikliliği, Görev Becerikliliği, Bilişsel Beceriklilik, İlişkisel Beceriklilik, Kişi-İş Uyumu

I. Introduction

Today, since jobs are more complicated and challenging than in the past, it is important for employees to change the way they do work and job characteristics. Due to the fact that working within formal job descriptions is not enough today; it is expected that the employee will take more initiative and proactively contribute more to the business environment (Karabey & Kerse,

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2017). It is unlikely that this expectation will be met by business executives from the bottom-up, because such applications from the bottom-up cannot take into account the desires and needs of each employee. For this reason, it cannot be effective at the expected level and inactivates the employee (Kerse, 2017). Therefore, recently, redesigning approaches that individuals have carried out on their own from the bottom-up have begun to be adopted (Demerouti, 2014). Unlike the traditional way of looking at work, job crafting aiming to transform working life into something valuable (Esteves & Lopes, 2017), is one of those approaches. With job crafting, employees have the ability to redesign their jobs (van den Heuvel, Demerouti & Peeters, 2015) and they can balance job demands and resources with their personal capacities and needs (Rudolph, Katz, Lavigne & Zacher, 2017). As a result of this redesign and balancing, positive organizational outcomes such as increased job satisfaction (Ingusci et al., 2016), strengthened work engagement (Karatepe & Eslamlou, 2017) and increased work performance (Tims, Bakker & Derks, 2012) are obtained. Another positive outcome of job crafting is the strengthened perception of person-job fit. The perception of person-job fit is the thought of individual that his job is suited to his abilities, needs and desires. It is expected that individuals perceive more fit in their job by organizing their work according to personal knowledge, skills, abilities, needs and desires.

In the light of the above expectation, in this research, the effect of job crafting on person-job fit is examined. It is thought that the research will contribute to the literature in three aspects. First of all, the research has dealt with the notion of job crafting, which has not yet been adequately studied in the national literature, but which is predicated on very important outcomes for business life (job satisfaction, work engagement, emotional exhaustion, job performance, etc.) and has formed a conceptual framework. Secondly, the concept of person-job fit in the research was handled and a scale that did not have a Turkish adaptation tried to be put into the national literature by the reliability and validity analyses. On the other hand, when the literature on person-job fit is searched, it has been observed that the researches on person-organization fit are more focused and the concept of person-job fit is neglected. However, studies have shown that person-job fit is the determinant of employee well-being (Choi, Tran & Kang, 2017), work engagement (Bui, Zeng & Higgs, 2017), job satisfaction, organizational commitment, turnover intentions (Chhabra, 2015) and job performance (Lin, Yu & Yi, 2014). For this reason, it is considered that the fit with the employee's job is different from the perceived fit with the organization and is as important as the person-organization fit for organizational life (Ehrhart, 2006). Finally, the research addressed the impact of job crafting on person-job fit, which was not the topic of research in the national literature. It is thought that both the literature and the business managers will contribute to the findings of the research.

II. Theoretical Framework and Hypotheses

Job crafting is a concept entered into the literature by Wrzesniewski and Dutton's (2001) study (Crafting a job: Revisioning employees as active crafters of their work). Job crafting is defined as changing an employee's work physically, cognitively, and relationally and making his work compatible with his personal characteristics (Wrzesniewski & Dutton, 2001; Ingusci, Callea, Chirumbolo & Urbini, 2016) and it is suggested that it is a proactive behavior (Grant & Ashford, 2008). The physical changes in this definition refer to the true change of work characteristics; cognitive changes refer to the psychological redefinition and reinterpretation of work characteristics without actual changes; relational changes refer to changing the amount or quality of relationships in the workplace (Rudolph et al., 2017).

Job crafting is the consequence of an informal process that employees engage in order to align their work with their personal interests and values (Slemp & Vella-Brodrick, 2013). As a result of this process, employees have the opportunity to redesign their work (van den Heuvel, Demerouti & Peeters, 2015). Because, with job crafting, employees balance work demands and resources with their personal capacities and needs; therefore, a proactive change is taking place (Rudolph et al., 2017). On the other hand, with these changes, employees feel that they are in the control of their work, they can comprehend the work and can make effective connections with other employees. Eventually, the employee has an active role in getting rid of being a passive element in his work (Kerse, 2017).

Although the concept of jobcrafting has recently been one of the concepts that attract researchers (van Wingerden & Poell, 2017), it is not really a new concept. Nearly 30 years ago, Kulik, Oldham and Hackman (1987: 292) stated that "Another strategy for work redesign is a participative change process, in which job holders are actively involved in determining what changes will be made in their jobs to improve the match with their own needs and skills. Since employees are quite knowledgeable about the content of their jobs (generally more so than their managers), they may be able to suggest ways of redesigning the work that is not immediately apparent to supervisors or observers. [...] Finally, employees may on occasion redesign their jobs on their own initiative-either with or without management assent and cooperation" in their study. This opinion, which researchers put forward, is in fact partially overlapping with the concept of job crafting as content. For, this view, similar to job crafting, argues that employees must make changes in their jobs and take an active role according to their needs and abilities.

It is also possible to define the concept of job crafting in the context of 'job demands-resources model' (JD-R) (Petrou et al., 2012; Tims et al., 2012). In the JD-R model, job demands refer to the physical, social, and organizational aspects of the work that requires constant physical or cognitive effort and thus generate specific costs; job resources refer to the work features that facilitate

access to goals, reduce job demands that lead to costs, and provide personal growth (Demerouti et al., 2001). Job crafting based on the JD-R model can be defined as the changes employees make in job demands and resources (Tims & Bakker, 2010). While employees increase their job resources through job crafting, they decrease job demands; therefore, business demands and business resources are balanced (Ingusci et al., 2016). For this reason, job crafting plays an active role in the overcoming of the stress of the employee at work (Niessen et al., 2016).

According to Tims et al. (2012), which explains job crafting with the JD-R model, the concept is a multidimensional process. These researchers assessed job crafting in four dimensions: increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands. Increasing structural job resources is an effort by employees to learn new things in their work and to improve their competence and professional skills. Increasing social job resources is the development of relationships with employees' colleagues and direct managers. Increasing challenging job demands is actively researching proactive behaviors and interesting things in an employee's work. Decreasing hindering job demands is a way of proactively reducing employee job demands (requirements) (Tims et al., 2012).

According to Slemp and Vella-Brodrick (2013), who suggests that job crafting is a multidimensional structure, the concept can be classified as task crafting, cognitive crafting, and relational crafting. Task crafting is to make the amount or the time of the effort, the employee has spent on the tasks in business with his personal abilities and skills (Kerse, 2017). With this crafting, employees are actively shaping their tasks by taking fewer or more tasks in their jobs, changing the scope of tasks they undertake and changing the tools used to accomplish the task successfully. Cognitive crafting is the reorganization of employees' perceptions of their work and changing the cognitive representation of the work (for example, a cleaning staff at the hospital is seen as a means to help sick people, rather than just a simple cleaner) (Berg et al., 2008; Niessen et al., 2016). The mentioned crafting behaviors can be exhibited in various roles by the employees at different levels; and even in the most routine work, employees can change these crafting behaviors according to their personal talents and interests.

Job crafting involves a proactive change in which employees strive to balance job demands and resources according to their personal capacities and needs (Rudolph et al., 2017). Individual and organizational variables such as personality (Roczniewska & Bakker, 2016), self-efficacy (Kanten, 2014), leadership styles (Bavik et al., 2017; Esteves & Lopes, 2017), and psychological capital (Karabey & Kerse, 2017) affect the orientation of employees towards these changes (that is, job crafting behaviors). On the other hand, making changes in the works in accordance with employees' knowledge, skills, abilities,

preferences and needs also brings with them individual and organizational outcomes. Some of these outcomes include increased psychological well-being (Slemp & Vella-Brodrick, 2014), positive affect (Slemp et al., 2015), job satisfaction (Ingusci et al., 2016), work engagement (Demerouti et al., 2015; Karatepe & Eslamlou, 2017; van Wingerden & Poell, 2017) and citizenship behaviors (Bavik et al., 2017); reduced job boredom (Harju et al., 2018) and emotional exhaustion (Kerse, 2017). Another outcome of an employee's change of work in line with his personal needs and expectations is the increasing fit with the job (Tims et al., 2016).

“Fit” in the area of organizational behavior was assessed from the point of view of fit with individual's environment (person-environment fit) and considered as fit theory (Bui et al., 2017). According to the fit theory, individuals adapt to the job environment in two ways: Supplementary Fit and Complementary Fit (Saraç, Meydan & Efil, 2017). Supplementary Fit focuses on the similarities between the individual and the organization and includes person-organization fit, which expresses the harmony between the personality, values, goals, attitudes and needs of the individual, and the values, goals, culture and climate of the organization (Kristof, 1996). Complementary fit, on the other hand, involves person-job fit and person-job fit focuses on the relationship between individual characteristics and job characteristics or tasks performed at work (Kristof-Brown, Zimmerman & Johnson, 2005). Hence, person-job fit deals with the compatibility of an individual with a particular job while person-organization fit deals with an individual's conformity with an organization's values, goals, and mission (Lauver & Kristof-Brown, 2001).

The concept of person-job fit is defined as the harmony with the work of an individual's personality, skill and talents (Iqbal, 2016). According to Edwards (1991), the person-job fit is the fit between an individual's talents and job requirements (demands-abilities fit) or is the fit between an individual's needs and things offered to him in his work (needs-supplies fit) (Enwereuzor, Ugwu & Eze, 2018). Therefore, the person-job fit is the placement of the right people with the right qualities and skills in the right job.

Compatibility (fit) with an individual's work can be assessed either objectively or subjectively. Objective person-job fit refers to how well the individual's reported preferences and characteristics correspond to their job characteristics (Chhabra, 2015); whereas, subjective person-job alignment reflects the perception of how well an individual is in harmony with a particular job (Ehrhart, 2006). Hence, it is not necessary for a person to have a real harmony in order for harmony with work to emerge; it is enough to think that the individual is harmonious. In this study, the person-job fit was handled as subjective, that is, the perception of the individual.

Research in the literature has addressed the relationship between job crafting and person-job fit and job crafting has been seen to enhance fit with work (Chen et al., 2016; Lu et al., 2014; Niessen et al., 2016; Tims et al., 2016). Job crafting is a spontaneous change in which employees tend to adjust their work to meet their needs (Lyons, 2008). Considering that the characteristics of a job are more likely to fit in with their jobs when they are compatible with the personal needs and abilities of employees (Kristof-Brown et al., 2005; Tims et al., 2016), it is a reasonable expectation that job crafting improves person-job fit. As a matter of fact, Tims and Bakker (2010) argue that job crafting can enhance person-job fit. Chen et al. (2016) have found that in their research on hotel employees, job crafting (individual and collaborative job crafting) affects person-job fit positively. Niessen et al. (2016) found that there is a positive relationship between job crafting and person-job fit in the research conducted on employees from different sectors. In a research conducted by Tims et al. (2016) on employees from different sectors, job crafting positively affected person-job fit (demands-abilities fit and needs-supplies fit). Lu et al. (2014) found that physical job crafting (which is the ability to change the number and shape of job actions, that is, task crafting) has a positive effect on demands-abilities fit positively while relational job crafting has a positive effect on needs-supplies.

In the light of the above explanations and research findings, the following research hypothesis has been developed:

H₁: *The levels of the job crafting of employees affects the perceptions of person-job fit positively and significantly.*

H_{1a}: *The levels of the task crafting of employees affects the perceptions of person-job fit positively and significantly.*

H_{1b}: *The levels of the cognitive crafting of employees affects the perceptions of person-job fit positively and significantly.*

H_{1c}: *The levels of the relational crafting of employees affects the perceptions of person-job fit positively and significantly.*

III. Method

A. Aim and Sample of the Research

In this study, it was tried to determine the effect of job crafting on the perception of person-job fit. In the collection of data, simple random sampling method and questionnaire technique were used. In this direction, a company with approximately 210 employees operating in the furniture manufacturing and design sector in Gaziantep is selected as the population. The sample size was calculated as 136 with an error margin of 5% within the 95% confidence limits from this population (<https://www.surveysystem.com/sscalc.htm>). Out of 175 surveys distributed in the sample, 150 returned; but due to data losses, 140

surveys have been taken into consideration. Table 1 presents demographic findings of respondents:

Table 1. *Demographics of the respondents*

Variable	Category	Frequency	(%)
Gender	Male	118	84,3
	Female	22	15,7
Marital Status	Married	41	29,3
	Single	99	70,7
Age	Below 25	86	61,4
	26-35	43	30,7
	Over 36	11	7,9
Educational Status	High School or Lower	114	81,4
	Associate Degree	21	15,0
	Undergraduate	5	3,6

According to Table 1; it is seen that most of the respondents are male (84.3%). In terms of marital status, the ratio of single employees (70.7%); in terms of age, the ratio of employees under the age of 25 (61.4%) is higher than the other groups. When the educational status of the participants is examined; high school or lower education level (81.4%) was the highest; while the level of undergraduate education is lowest (3.6%).

B. Scales Used in Research

In order to measure employees' levels of job crafting, a 19-item Job Crafting Scale developed by Slemp and Vella-Brodrick (2013) and adapted to Turkish by Kerse (2017) was used. The scale consists of three dimensions; task competence, cognitive ability and relational resourcefulness. It is an example of scale items that "I prefer to undertake tasks that are appropriate for my ability and interest".

In order to measure the compliance with employees' job, 9-items and one-dimensional Person-Job Fit Scale developed by Brkich, Jeffs and Carless (2002) was used. Since the original language of this scale is English, the scale items have been translated by the experts first from English to Turkish, then from English to English. As a result of the translation, it was observed that there were no meaning shifts in the items, thus ensuring coverage. It is an example of scale expressions that "I feel that my goals and needs are met in this job". The items of both scales are prepared with 5-point Likert type (1-strongly disagree, 5-strongly agree). Person-Job Fit Scale are in Appendix 1 (Turkish form).

C. Structural Validity Analysis of Scales

The three-dimensional factor structure of the job crafting scale was tested by confirmatory factor analysis (CFA). In the factor analyses, it is desired that the factor coefficient of the scale items are not lower than 0.40. Some items were removed from the analysis because they could not meet the reference value. On the other hand, in the analysis, it was seen that some of the fit indices for factor structure did not meet the reference criteria. For this reason, some items have been modified to improve fit indices. For scale reliability, internal consistency is taken into account and Cronbach alpha coefficient is evaluated accordingly. In the performed analyses, Cronbach alpha coefficient of the general scale was 0,902; Cronbach alpha coefficients of “task crafting dimension, cognitive crafting dimension and relational crafting dimension” are 0,832; 0,783; 0,728, respectively. Therefore, it was determined that the scale is reliable.

The factor loadings obtained after the modification of the job crafting scale are presented in Figure 1 below:

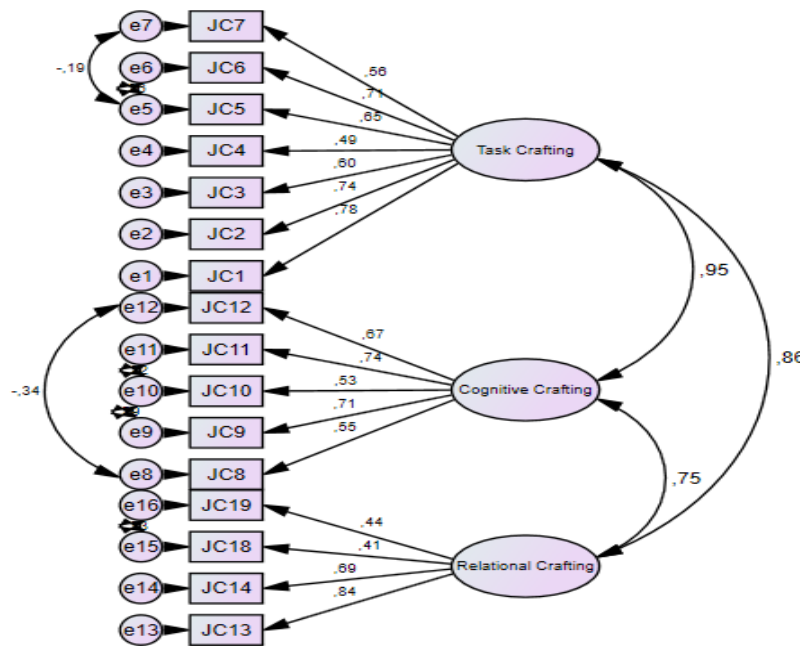


Figure 1. CFA on Job Crafting Scale

The post-modification fit index values of the job crafting scale are given in Table 2. When the values in the table are examined, it is seen that the indices provide the necessary criteria.

Table 2. *Post-Modification Fit Indexes of Scales*

Variables	CMIN/DF ($0 < \chi^2/sd \leq 5$)	RMR ($\leq,10$)	CFI ($\geq,90$)	IFI ($\geq,90$)	TLI ($\geq,90$)	RMSEA ($<,05-≤,08$)
Job Crafting	1,358	,069	,961	,962	,950	,051
Person- Job Fit	1,851	,073	,980	,980	,965	,078

Exploratory and confirmatory factor analyses were used in order to determine the construct validity of the scale because the scale of person-work fit was not found to be adapted to Turkish. In exploratory factor analysis, it is considered that KMO (Kaiser-Mayer-Olkin) value which shows sample adequacy is higher than 0,60 and Bartlett Test of Sphericity value which indicates that significant factors will be obtained from research data, is $<,05$. In the analysis, it is taken that the factor loadings of the items are higher than 0.40. Varimax exploratory factor analysis and reliability analysis of the person-job fit scale consisting of 9 items are presented in Table 3:

Table 3. *Exploratory Factor Analysis on Person-Job Fit*

Factors	Factor Loads	Eigenvalues	Explained Variance	Cumulative Variance	Cronbach Alpha
Person-Job Fit		5,392	59,915	59,915	,913
PJF2	,904				
PJF1	,880				
PJF4	,813				
PJF7	,764				
PJF6	,736				
PJF3	,720				
PJF8	,717				
PJF5	,711				
PJF9	,690				
KMO= ,881	Barlett Küresellik Testi=	886,875		p= ,000	

According to the findings in Table 3, the scale items are collected under one dimension; KMO value and Bartlett Test of Sphericity value provide reference criteria. On the other hand, the scale accounts for 59,915% of the total variance. When the reliability of the scale was examined, it was found to be very reliable (Cronbach alpha = 0,913).

The factor structure obtained by the exploratory factor analysis of the person-job fit scale was tested by confirmatory factor analysis. In the analysis, modifications have been made between some items to improve some fit index values. The post-modification fit index values are given in Table 2. When the values in Table 2 are examined, it appears that the indices provide the necessary criteria.

The factor loadings obtained after the modification of the person-job fit scale are presented in Figure 2 below:

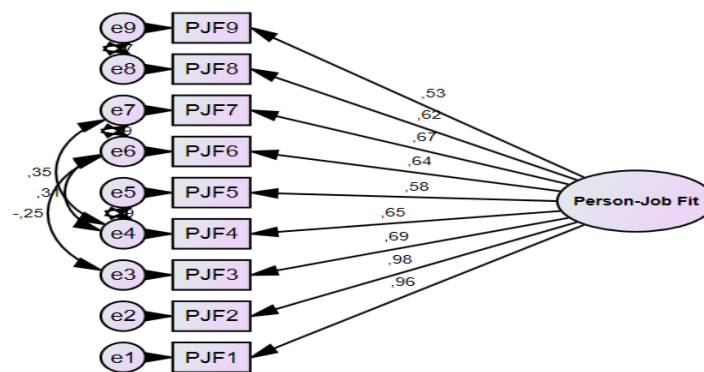


Figure 2. CFA on Person-Job Fit Scale

D. Test of Research Hypotheses

The direction and strength of the relation between variables of job crafting (task crafting, cognitive crafting and relational crafting) and person-job fit have been evaluated through correlation analysis. The normality of variables was examined before correlation analysis. Since the Kolmogorov-Smirnov and Shapiro-Wilk test results are statistically significant, it was seen that the data did not meet criteria of the normal distribution. For this reason, Spearman correlation analysis was done. Findings of correlation analysis are shown in Table 4:

Table 4. Correlation Analysis Findings

Factors	\bar{X}	SS	1	2	3	4	5
1-Task Crafting	3,180	,770	1				
2-Cognitive Crafting	3,191	,841	,735**	1			
3-Relational Crafting	3,480	,815	,602**	,503**	1		
4-General Job Crafting	3,259	,707	,923**	,855**	,776**	1	
5-Person-Job Fit	2,972	,982	,736**	,715**	,523**	,758**	1

*p<0,05 **p<0,01

When Table 1 is examined, it is seen that there is a positive and significant relationship between both general job crafting and each dimension of job crafting and the person-job fit. From this finding, it can be said that the compliance of the employees with their work is increased due to the increase of their task crafting, cognitive crafting and relational crafting.

In the study, hierarchical regression analysis was used to test hypotheses. However, firstly, it is examined whether there is a multicollinearity problem between variables that is a prerequisite to hierarchical regression analysis. In order to detect the multicollinearity problem, variance inflation factors (VIF) and tolerance values of the variable(s) are evaluated. In the analysis performed, it was seen that the VIF value of the variable(s) was below 10 and the tolerance values were above 0,10. Therefore, it is understood that there is no multicollinearity problem and hierarchical regression analysis can be performed.

In regression analysis, firstly, the effect of control variables such as gender, marital status, age and educational status on the dependent variable of person-job fit is examined. Then, the dimensions of job crafting, the independent variable, are included in the regression equation. In the final stage of the analysis, the general job crafting is added together with the control variables. The findings obtained in the analyses are presented in Table 5:

Table 5. Hierarchical Regression Analysis Findings

Variables	Dependent Variable: Person-Job Fit								
	1st Step			2nd Step			3rd Step		
	β	t	p	β	t	p	β	t	p
Sex	,060	,689	,492	,051	,959	,339	,050	,915	,362
Marital Status	,011	,094	,925	-,029	-,427	,670	-,028	-,398	,691
Age	-,020	-,165	,869	-,055	-,729	,467	-,053	-,688	,493
Educational Status	,188	1,936	,055	-,012	-,196	,845	,020	,317	,752
Task Crafting	-	-	-	,533	6,020	,000	-	-	-
Cognitive Crafting	-	-	-	,305	3,791	,000	-	-	-
Relational Crafting	-	-	-	,030	,442	,659	-	-	-
General Job Crafting	-	-	-	-	-	-	,786	14,442	,000
R²	,038			,648			,624		
Adjusted R²	,009			,630			,610		
F	1,331			34,759***			44,415***		

*p<0,05 **p<0,01 ***p<0,001

When examined the regression analysis results shown in Table 5 (1st Step), it is seen that control variables do not have the power to affect the perception of person-job fit ($F= 1,331$ and $p=, 262$). When examined the findings in the second step of the regression analysis in which the dimensions of job crafting are included, it is observed that the analysis yielded meaningful results ($F=34,759$ and $p=,000$). In this step, the level of task crafting ($\beta=,533$ and $p=,000$) and cognitive crafting of the employees ($\beta=,305$ and $p=,000$) affected the person-job fit positively and significantly. It was observed that the level of relational crafting did not significantly affect the person-job fit ($\beta=,030$ and $p=,659$). On the other hand, in this step, along with the control variables, job crafting accounts for about 65% of person-job fit. In the direction of these findings, H_{1a} and H_{1b} are supported; H_{1c} is not supported.

From the findings in Table 5, it was determined that the model was statistically significant in the third step, where general job crafting was included in the analysis ($F=44,415$ and $p=,000$). Along with the control variables, job crafting explained about 62% of the total variance of the person-job fit. In this step, job crafting influenced person-job fit positively and significantly, so H_1 is supported.

IV. Discussion and Results

In this research, which was carried out on a sample including 140 employees in the manufacturing and design sector, findings that were thought to contribute to sector managers were obtained. The first of these findings; according to the results of the analysis, the one-dimensional structure of the person-job adaptation scale, which has no Turkish adaptation, is reliable and valid in the national literature and therefore can be used in research in the Turkish literature. Another finding in the research is that there is a positive relationship between task crafting and person-job fit ($r=,736$), between cognitive crafting and person-job fit ($r=,715$) and between relational crafting and person-job fit ($r=,523$). This finding indicates that employees feel more sense of fit in their jobs as they have the ability to change the effort they are spending on tasks (task crafting), understand and perceive the purpose of their job (cognitive crafting), and regulate their relationship with others in the workplace (relational crafting).

It is observed from the analysis findings of the developed hypotheses that the control variables (gender, marital status, age and educational status) do not affect person-job fit. Analysis findings show that task crafting and cognitive crafting affect person-job fit positively; and that there is no significant effect of relational crafting. Moreover, it has been observed that job crafting as a whole has a positive effect on the perception of person-job fit. The findings were parallel to the findings of the literature (Chen et al., 2016; Lu et al., 2014; Niessen et al., 2016; Tims et al., 2016). Hence, it has been seen that one of the variables affecting the conformity of the employees of the manufacturing and

design sector to their work is the level of crafting in their work. Findings have shown that employees can improve their fit by adjusting the scope of tasks they undertake, taking fewer or more tasks, and changing the tools needed to successfully achieve the task being undertaken. It has also been determined that employees will be more likely to adapt to their jobs by perceiving the purpose and meaning of the task and reshaping work in the mind and by developing ideas on what the job is and what it is not. However, it has been seen that relational crafting, including activities such as interacting with and associating with other employees in the workplace, maintaining or ending these relationships do not affect the fit with the work. Hence, it has been observed that the ability to change the amount and scope of individual tasks and the ability to reshape the meaning and significance of the task in mind are important in ensuring harmony with work (person-job fit).

When the findings obtained in the research are evaluated as holistic, organizing their work according to employees' personal knowledge, skills, abilities, needs, expectations and preferences strengthens the perception of harmony with their job. In other words, harmonizing the job with personal interests and preferences enhances compatibility with the job. Employees living in compatibility with their jobs are showing more positive attitudes in their jobs (Lam, Huo & Chen, 2018). As a matter of fact, research findings in the literature suggest that the level of work engagement (Bui et al., 2017; Enwereuzor et al., 2018), innovative behaviors (Choi et al., 2017) and job performance (Lin et al., 2014) increases and the turnover intention decreases with the increase of person-job fit (Chhabra, 2015). Therefore, the perception of person-job fit brings together many positive outcomes for organizations.

V. Recommendations for Business Managers

As previously stated, the perception of person-job fit is one of the variables that improve innovative behaviors (Choi et al., 2017) and job performance (Lin et al., 2014). On the other hand, incompatibility with an individual's job is among the causes of workplace accidents, and compatibility with the job is important in preventing occupational diseases (Özkılıç, 2005). For this reason, ensuring compliance (fit) with the job of the employees in the organizations is very important both in obtaining positive organizational outputs and in reducing the risk of work accidents. Several suggestions can be made to the sector managers in the direction of the findings. As can be seen in the research findings, the level of job crafting is one of the important variables that provide person-job fit. When an employee organizes his or her work in accordance with his or her own needs, (s)he finds his job more meaningful and as a result, (s)he can develop person-job fit (Bakker et al., 2012). For this reason, managers should create a working environment where employees can demonstrate job crafting behaviors and adopt management practices that encourage such behaviors.

In order for employees to change their work according to their personal knowledge, skills and abilities, they first need to know their own abilities, the situations where they are superior and weak, and believe that what they do is the ideal job. For this reason, managers should first ensure that employees know themselves (knowledge, skills and abilities) and investigate the characteristics of their work. It is more likely that an employee, who knows both himself and the work he/she is doing, will make necessary changes about his/her job and make his work compatible with him/her when given the opportunity.

Another suggestion that can be made to managers to encourage employees' job crafting behaviors is that they can be partially gained through training. As a matter of fact, it has been determined in a research that job crafting can be encouraged through training (Gordon, 2015).

Another practice that managers can do to ensure fit with the employee's job is to show the necessary sensitivity in the recruitment process. Having experts who know the characteristics of the job in the recruitment process and making the tests that show the candidate's job compatibility; it is one of the first activities to be done in order to increase person-job fit.

VI. Limitations and Directions for Future Research

There are several limitations of the study. It is one of the constraints that the data are obtained using only cross-sectional method and survey technique and therefore reflect the instantaneous working psychology of the obtained data. Another constraint is that the research sample contains a single operator, therefore, the diversity of the sample is inadequate to generalize. On the other hand, in the data collection phase, although the questionnaire is made for scientific purposes and therefore the information is kept confidential, the employees may misrepresent their thoughts towards the questions.

Considering the limitations of future research, it is necessary to give importance to job crafting which is a new concept. Job crafting predicts many variables such as emotional exhaustion (Kerse, 2017), job satisfaction Ingusci et al., 2016), work engagement (Karatepe & Eslamlou, 2017), citizenship behaviors (Bavik et al., 2017). However, in the national literature, the research on the relationship between these variables and job crafting is rather limited. For this reason, it may be useful to evaluate both this research model and the new research models that will be formed with different variables, with the employees of different sectors. On the other hand, according to the data of 2017, addressing the concept of job crafting in the services sector constituting about 54.1% of the labor force employed in Turkey (Türkiye İstatistik Kurumu, 2017) could be beneficial.

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Appendix 1:

Turkish Form of Person-Job Fit Scale

1. Şu anki işim aslında beni hiç yansıtmıyor (R).
2. Bu iş aslında benim yapmak istediğim iş değildir (R).
3. Bu işin her anlamda (iş tümüyle göz önüne aldığım) bana uygun olduğunu düşünüyorum.
4. Yaptığım işin benim için doğru bir iş olmadığını düşünüyorum (R).
5. Bu işte amaçlarımın ve ihtiyaçlarımın karşılandığı kanaatindeyim.
6. Şu anki mevcut işim beni motive ediyor.
7. Kabiliyet, beceri ve yeteneklerimin mevcut işime uygun olduğu kanaatindeyim.
8. Bana çok daha uygun olan başka işlerin olduğuna eminim (R).
9. Şu anki mevcut işimde yetenek, beceri ve yetkinliklerimi kullanabiliyorum.