OPUS▸

Journal of Society Research

RESEARCH ARTICLE

The Effect of Municipal Employess' Job Crafting on Job Engagement

Leyla Şenol [1]

[1] Dr., Kocaeli University,
Kocaeli /Türkiye
ORCID: 0000-0002-5780-9690
E-Mail:
leyla.senol@kocaeli.edu.tr

Corresponding Author:
Leyla Şenol

Abstract

Today, the impact of rapidly changing information and technology can be seen in the workplace. In this rapid change process, the human resources of organizations should be managed correctly and effectively. Today's economic conditions show that the most important resource in both private and public institutions is human resources. In order for employees to be successful and feel happy, job and employee harmony should be ensured, employees should be employed in jobs that are suitable for their personal characteristics, values and beliefs. Municipalities that provide a public service aim to prevent problems before they arise in the service process and to provide quality service. For this, employees who can show proactive behaviour are needed. In this study, the quantitative research method has been preferred to measure employee behaviours, and the job crafting scale and job engagement scale have been used. Data have been collected through questionnaires from 207 participants among the employees of the district municipality within the borders of Kocaeli Province. Demographic characteristics such as age, gender, educational status and institutional seniority of the sample have also been reported in the survey. According to the study's findings, job crafting has a positive impact on job engagement, cognitive crafting has a positive impact on job engagement, and relational crafting has a positive impact on job engagement The SEM results have shown that each hypothesis (H1, H2, and H3) have been accepted.

Keywords: Job Crafting, Job Engagement, Employee Behavior, Municipal Employees.

Öz

Günümüzde hızla değişen bilgi ve teknolojinin yarattığı değişim, etkisini çalışma hayatında güçlü bir şekilde göstermektedir. Bu hızlı değişim sürecinde örgütlerin insan kaynakları doğru ve etkin bir şekilde yönetilmelidir. Günümüz ekonomik koşulları gerek özel gerekse kamu kurumlarında en önemli kaynağın insan kaynağı olduğunu göstermektedir. Çalışanların başarılı olmaları ve kendilerini mutlu hissetmeleri için iş ve çalışan uyumu sağlanmalı, çalışanlar kişisel özelliklerine, değerlerine ve inançlarına uygun işlerde çalıştırılmalıdır. Kamusal bir hizmet sunan belediyeler, hizmet sürecinde sorunları çıkmadan önlemeyi ve kaliteli hizmet sunmayı hedeflemektedir. Bunun için proaktif davranış gösterebilecek çalışanlara ihtiyaç bulunmaktadır. Bu çalışmada çalışan davranışlarını ölçmek için nicel araştırma yöntemi tercih edilerek iş becerikliliği ölçeği ve işe tutkunluk ölçeği kullanılmıştır. Kocaeli İli sınırları içinde yer alan ilçe belediyesi çalışanları arasından 207 katılımcıdan anket aracılığıyla veri toplanmıştır. Ankette ayrıca örnekleme ait yaş, cinsiyet, öğrenim durumu ve kurum kıdemi gibi demografik özellikler de raporlanmıştır. Araştırma sonuçlarına göre, görev becerikliliği işe tutkunluğu, bilişsel becerikliliği işe tutkunluğu ve ilişkisel beceriklilik işe tutkunluğu pozitif yönde anlamlı etkilediği sonucu elde edilmiştir. SEM sonuçlarıyla da her bir hipotezin (H₁, H₂, H₃) doğrulanmıştır.

Anahtar Kelimeler: *İş Becerikliliği, İşe Tutkunluk, Çalışan Davranışı, Belediye Çalışanları.*

Introduction

Employees' ability to reflect on their personal characteristics and abilities on the job they do in a suitable work environment is referred as job crafting. Every employee is in a unique physical, cognitive, and psychological state. Employees can devote themselves fully to their work if they believe their job is meaningful and their working environment is comfortable. The extent to which employees devote themselves to their jobs can be linked to job engagement. Employees are more engaged at work when they see that the work they do is compatible with their own values and the values of the organization, and when they believe that they are important to the organization. (Meng et.al., 2011, qtd in Yemenici and Bozkurt 2020, p.19). Job crafting is based on the job design and job requirements/resources model. Job design theory is based on the condition where employers reorganize and redesign their job according to their preferences. In another respect, it is possible that the way the work is done is not from the top down, but also from the bottom up with alternative work design. "Job crafting" is defined as the efforts to achieve a balance between job specifications and available resources Tims and Baker, 2010, p.3).

In order for employees to reflect their personal features and abilities completely on the job, proper conditions and environment must be provided. The reasons for how employees behave consist of their needs, beliefs, and urges. If their motivation is improved, they may present effective behaviours. Motivation focuses on employees' job engagement. In environments where labour and technology are at an extensive level instead of ensuring productivity only with technology, human behaviour must be understood well, and motivation must be kept high. An employee is a part of the organization, and they have a significant role in the success of the organization. It has been realized that job crafting and job engagement, determined as the variables of the study, are related to the following notions in literature: Job engagement, job creation, job satisfaction, employee engagement, awareness and job performance (Beer et al. 2016, p. 400; Ahuja and Chaturvedi, 2017, p.106; Chen at al., 2014 p.21;

Morrow and Conger, 2018, p.1; Sakuraya, et al. 2017, p.1; Tims, et al., 2015, p.914). In the public sector, there are not many studies examining the relationship between job crafting and job engagement. From this point of view, the variables of the study have been determined to be job crafting, cognitive crafting, and job engagement. It is believed that with this study, the relationship between job crafting, cognitive crafting, relational crafting, and job engagement in public sector can be established which will fill the gap in national literature.

Conceptual Framework

Job Crafting

Kulik introduced the concept of "job crafting" for the first time. Job crafting is a proactive behaviour (Kulik et.al. 1987, qtd in Aslan and Güzel, 2020, p.437). It is a proactive attitude which an employee presents to change the cognitive, emotional, relational, and physical obstacles in relation to their job (Rastogi and Chaudhary, 2018, p.657). The fact that an employee settles their activities, the way they do the job, and the number of the things they do in their own way and altering the social environment where the job is done while doing their work is defined as determining the relational boundaries. The reflection of job crafting on the job prevents the work from becoming routine by developing a harmony between job requirements and personal features, abilities and preferences, or allows the way the work is done change for the job to be done in a better way (Wrzesnewski and Dutton, 2001, p.180; Berg et al., 2008, p.3).

Employees perform their daily jobs with three different skills to achieve the organization's goals. These are job crafting, relational crafting, and cognitive crafting. *Job crafting:* This means that an employee makes physical changes related to their job. Employees may make alterations in their jobs in the way they would be related to each other. When employees connect their duties with other employees' duties, this creates some changes in the relationship and interaction among the employees. Besides these changes, employees can reduce their duties by transferring them, or by simply blowing

off in some businesses (Tims et.al., 2013; Obodo, 2018, qtd in Ghaniet.al., 2019, p.6). *Cognitive Crafting:* This occurs when employees' perception of the job and the way they are identified with the job change. In other words, it is the fact that employees who work positively and proactively give meaning to their job in a positive cognitive way (Tims et. al., 2013; Obodo, 2018, qtd in Ghani et.al., 2019, p.6). *Relational Crafting:* This concerns an employee's attempt to make relational changes. In other words, it is the fact that they make alterations in the relations they have with their colleagues and in the boundaries of their interaction (Tims et.al., 2013; Obodo, 2018, qtd in Ghani et.al., 2019, p.6). It has been observed that job crafting leads employees who are not satisfied with their job to have more work engagement (Wrzesniewski, et.al., 2013, qtd in Ghani et.al, 2019, p.6). Feedbacks coming from the employees based on job crafting either improve job crafting or prevent it (Van Wingerden et al., 2017, p.165).

With job crafting, it is possible to focus on different aspects of employees' jobs. In the most general sense, job crafting is making alterations in the duties of the employees by containing both evolvement and confinement in terms of relational and cognitive aspects. It is important for organizations to be aware of their employees' state of job crafting to improve performance and to make them stay in the organization (Bruning and Campion, 2019, p.625). Job crafting has positive effects in terms of both employees and organizations. It is predicted that there will be positive consequences, while from an employee's point of view the positive consequences will be person-job harmony, job satisfaction, work engagement, from the organization's point of view, they will be commitment to the organization, high level of performance, decline in the labor turnover rate (Tims and Baker, 2010, p.9). In literature there are studies where the notion of job crafting is associated with such terms as follows; job crafting and work engagement (Bakker et al., 2012, p.1359); job crafting-job significance (Berg et al., 2013, p.81); job crafting-job performance (Tims et al., 2015, p.914); career competences and job crafting (Plomp et al., 2016, p.587); job crafting and motivation (Lichtenthaler and Fischbach, 2016, p.477); manager job crafting job commitment

(Akçakanat et al., 2019, p.395); job crafting boredom at work (Kerse, 2019, p.531); reformer leadership job crafting (Kerse and Babadag, 2019, p.133); job control orientation meaningfulness of the job (Seçkin, 2019, p. 889); job crafting and job satisfaction (Kerse, 2019, p.205); proactive personality job crafting (Albert, 2020, p.1); job crafting innovative behaviour (Çakıroğlu et al., 2021, p.1467).

Job Engagement

"Engagement" is characterized by the Turkish Language Society as the state of being passionate and heart-focused. According to this definition, job engagement occurs when an employee is devoted to and passionate about their Job engagement is defined as the consciousness satisfying the employee's positive behavior (Schaufeli, 2002, qtd in Harputluoğlu and Dönmez, 2017, p.407). Job engagement is based on the theory of psychological conditions. Kahn's (1990) discussion of the theory is grounded on Goffman's (1978) Role Theory. An employee's attitude and behaviors are influenced by their job's psychological experience. Job engagement influences experiences with individual, dec-individual, group, intergroup, and organizational elements all at the same time. It is the act of expressing both oneself and one's experience of what one needs to experience at the same time while working. It is the act of expressing herself and what she needs to experience at the same time while working. (Başoda, 2017, p.74). In other words, it can be expressed as the condition where employees reflect their relations, thoughts, and emotions by empathizing with employees in a physical, mental, and spiritual context. Employee satisfaction underpins the notion of job engagement. Job satisfaction causes employees' productivity to improve by ensuring an effective working environment (Meriç and Babur, 2002, p.813).

Employees who are passionate about their jobs have an energetic and effective relationship with their jobs (Agin, 2010, p.109). Organizations having passionate employees may obtain a competitive advantage in terms of reaching their goals (Armstrong, 2008, qtd in Harputluoğlu and Dönmez, 2017, p.437). In order for employees to

have more job engagement, there needs to be a harmony between the employee and the job. For this, employees must be provided with a convenient working environment. In literature, there are studies where the notion of job engagement is associated with many concepts as follows; intrapreneurship and job engagement (Bozkurt, 2018, p.377); passion for working and work life balance (Topaloğlu et al., 2019, p.59); job engagement and selfhood perception (Yemenici and Bozkurt, 2020, p.18); job crafting and job satisfaction (Kerse, 2019, p. 205); job engagement and subjective well-being (Bolelli, 2019, p.247).

The Relationship between Job Crafting and Job Engagement

Success of the organizations depends on whether employees reflect their abilities fully on their work or not. However, the level of one's performance does not improve only with job crafting. Reasons for employees' behaviours are their needs, beliefs, and urges. The employee must be made to believe and be motivated. Job engagement has a positive meaning. Increase in the employees' motivation can be achieved by providing the suitable working environment and conditions. Motivation basically concentrates on employees' attitudes towards their jobs. In environments where labour and technology are at an extensive level, it is not possible to maintain productivity only with technology. It is necessary to understand human behaviour well and keep motivation high. It can be said that success of the organizations depends on the fact that employees are understood that employees are worked in environments which are suitable for their qualities, and that convenient working environments are provided. When employees change their jobs proactively in accordance with their personal traits, this increases personal performance and job satisfaction. Besides, sense of organizational commitment of innovative employees who can reflect their abilities on their jobs also increases. In such a case, it is possible to achieve harmony between personal goals and organizational goals and to achieve organizational success. (Küsbeci, 2022, p.53). Job crafting defined as employees' making personal changes and

arrangements in their jobs improves the way employees focus on their work physically and mentally, concentrate on the job, and increases their job engagement (Tims et.al 2010, p.3).

Methodology

Aim and Scope of the Study

Municipalities that provide public services strive to prevent problems from occurring and to provide high-quality service. To accomplish this, they require proactive employees with a business-creation mindset. Encouragement of employees to apply their job skills to their work can be said to be effective in increasing job engagement, productivity, and job satisfaction. In this respect, the purpose of this study is to investigate the effects of job crafting, cognitive crafting, and relational crafting on work engagement. Work will be effective in increasing job engagement, productivity, and job satisfaction. In this respect, in this study it is aimed at identifying the effect of job crafting, cognitive crafting, and relational crafting on the job engagement by handling it in terms of public space.

Hypotheses of the Study

Employees who reflect their job crafting on their job are able to make changes or arrangements in the job's requirements and resources while on the job and during the job process. (Tims and Bakker, 2010, p.3). Personal effort and preference may result in job engagement. In other words, it is related to doing the job eagerly, with dedication, and focus. (Çankır, 2016, p.770). To achieve their goals, most people try to change their jobs and job processes. These behavioral changes may enable them to be more useful to themselves and their organizations. Job crafting is based on employees' job satisfaction and devotion to the job, and this situation has a positive impact on their dedication to the job and performance (Küsbeci, 2021, p.99). Job crafting behaviors enable employees to deal with their jobs in a dynamic manner. This situation motivates them to act with a strong sense of commitment to the job (Van Wingerden and Poell,

2017, p.3). When literature is analysed, the hypotheses prepared according to the purpose of the study have been given below, and goal-oriented research method has been shown in Figure 1.

H1: Job crafting has a positive and significant impact on job engagement.

H2 Cognitive crafting has a positive and significant impact on job engagement.

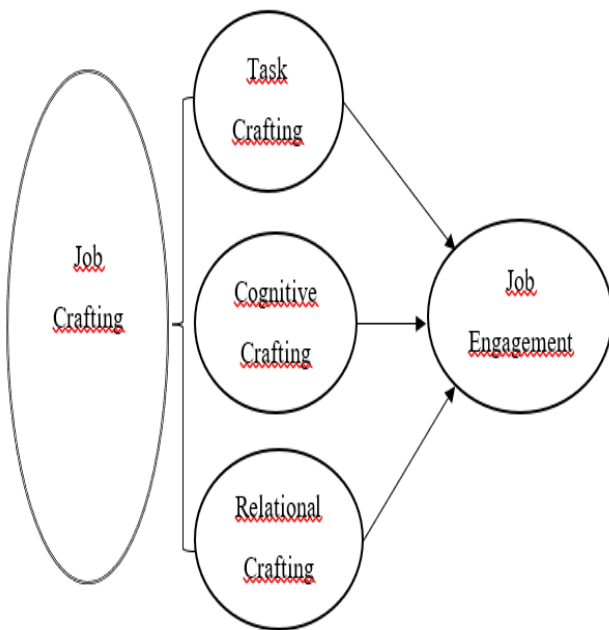*H3: Relational crafting has a positive and significant impact on job engagement.*

Figure 1. Research Model

Population and Sample Group

In our study, the relational screening model which examines the relationships and connections has been used because the aim is to identify the relationships between the variables. Data have been collected by forming surveys for the method chosen. The population of the study consists of the municipality employees in Kocaeli. There are different opinions about whether the size of the sample is acceptable or not (Büyüköztürk, 2002, p.480). According to the general view, the number of the sample is five times larger than the number on the survey (Aksu et.al., 2017, p.26).

The convenience sampling method has been used to include volunteer participants in the research. 225 of the 250 surveys distributed for the study have been returned. The surveys have a 90% response rate. Nine surveys have not been included in the study because they have not been not completed. In addition, 8 surveys have been excluded from the study due to a lack of data. There are 207 people who have taken part in the analysis.

Every research project has constraints. The size of the sample, voluntary participation, and financial constraints are the constraints of this research.

Data Collection Tools

In the social sciences, surveys are a common data collection tool. The goal is to collect data from the target group in a systematic manner in order to test the hypotheses developed to solve the research problem (Altunışık et.al., 2010, p.68). In the survey form created for the measurement of variables which are included in the research, there are four-dimensional 25 subjects. In the first part of the survey, there is the scale of task crafting as the sub-dimension of job crafting, in the second part there is the scale of cognitive crafting as the sub-dimension of job crafting, in the third part there is the scale of relational crafting as the sub-dimension of job crafting, and in the fourth part there is the scale of job engagement. In the scales, 5-point likert scale has been used. While the lowest agreement statement is "completely disagree.", the highest agreement statement is "completely agree". For the application of the survey of this, ethics committee permission was given by Kocaeli University Social and Human Sciences Ethics Committee with the decision dated 23.01.2022 and numbered E. 175813. At the end of the survey, there are questions based on the demographic features (gender, marital status, working year in an institution, age, and educational status) of the participants. Information related to the scales used in the research has been stated below.

Job Crafting Scale: Slemp and Vella-Brodrick (2013) developed the Job Crafting Scale, which includes 19 subjects and three sub-dimensions. The scale developed by Slemp and Vella-Brodrick (2013) and adapted into Turkish by Kerse (2017) was used in the research. For the whole of job

crafting scale, cronbach alpha coefficient is ,918, for task crafting cronbach alpha is ,757, for cognitive crafting cronbach alpha is ,860, and for relational crafting cronbach alpha is ,844.

Table 1. Job Crafting Scale Cronbach Alpha Coefficient

Scale	Cronbach Alpha Coefficient
Job crafting scale	,918
Task crafting	,757
Cognitive crafting	,860
Relational crafting	,844

Job Engagement Scale: In order to measure the level of work engagement, short version of Utrecht Work Engagement Scale which was developed by Schaufeli et al. (2006) and which consists of 9 items were adopted to Turkish by Eryılmaz and Doğan (2012) and Özkalp and Meydan (2015). In the study, a six-point short form which is a suggested alternative version of the adapted one by Güler et al. (2019) has been used. In the adaptation practice it has been identified that for the six-point form of the scale Cronbach Alpha reliability coefficient is α = ,93 (Güler et al., 2019).

Data Analysis

Descriptive statistics related to the demographic features belonging to the sample group included in the research have been given in Table 2. Among the participants, 95 (%45,9) are male, 112 (%54,1) are female. About the marital status while the number of married participants is 132 (%63,8), the number of single participants is 75 (%36,2). About the age group, while the highest number of participants is between the ages of 35-40 (n=55; %26,6), the lowest number of them is at the age of 48 and above (n=27; %13). About the term of employment in the institution, maximum is between 5-10 years (n=67; %32,4), minimum is between 0-1 year (n=28; %13,5). About education, the highest educational status is high school (n=101; %48,8), the lowest is bachelor and above (n=50; %24,2).

Table 2. Distribution of Participants by Demographic Characteristics

Variable	Group	Number (f)	Percent (%)	Variable	Group	Number (f)	Percent (%)
Gender	Male	95	45,9	Working Time	0-1	28	13,5
	Female	112	54,1		2-4	64	30,9
Marital Status	Married	132	63,8		5-10	67	32,4
	Single	75	36,2		11 and above	48	23.1
Age	20-26	35	16,9	Education	High School	101	48,8
	27-33	50	24,2		Associate Degree	56	27,1
	34-40	55	26,6				
	41-47	40	19,3		Bachelor and above	50	24,2
	48 and above	27	13				

Before testing the model of the research, whether the data is suitable for the normality hypothesis and whether it is scattered homogenously or not have been evaluated. In this respect, a normality test has been applied to the data for normality hypothesis. According to Kline (2016), if the value of skewness and kurtosis is between ± 3,0, it means that the data shows a normal distribution. According to the results of the analysis, it has been realized that skewness and kurtosis values of Job Crafting Scale sub-dimension are 1,349/1,982, skewness and kurtosis values of Cognitive Crafting Scale's sub-dimension are; -,647/-,416, skewness and kurtosis values of Relational Crafting's sub-dimension are; -,861/,994; skewness and kurtosis values of Job engagement scale are; -,759/,580. Furthermore, it is possible to indicate that the data values are within the limits set. As a result, it has been determined that parametric tests can be used in data analysis. The data have been analyzed using the IBM SPSS 20 and AMOS 24 programs. The significance level used in the analyses has been accepted as 0,05.

Findings

Due to the fact that the scales used in the study have been adopted into Turkish, and Explanatory Factor Analysis (EFA) has been applied before, at the beginning of the analyses Confirmatory Factor Analysis (CFA) has been conducted. It is aimed at validating the structure acquired in each scale's EFA by applying the maximum likelihood method in CFA. The items whose factor load value is below 0.5 (Tabachnick and Fidell, 2019) have been eliminated from the analysis one by one starting with the ones which has the lowest value. Each time, CFA has been repeated. According to the

final CFA result, items 1, 4, 5, and 3 from Task Crafting sub-dimension, items 8 and 9 from Cognitive Crafting sub-dimension, items 16, 18, and 19 from Relational Crafting sub-dimension, and items 5 and 6 from Job Engagement Scale 5and 6. have been eliminated. The structures of the scale have been validated with the fit value suggested by Kline (2016). Of the indicated values, the "absolute fit value" ($\chi 2/df$) is denoted by the "mean square of the approximation error" (RMSEA), the "comparative fit value" (CFI). The fact that RMSEA value is <.05; CFI value is >.90, χ^2/df value is <3-5 shows that the model corresponds with its original structure (Byrne, 2016). Moreover, as a result of CFA, it has been discovered that factor values of job crafting scale's task crafting sub-dimension are between 85-.53, factor values of cognitive crafting sub-dimension are between 74-.61, factor values of relational crafting sub-dimension are between 70-.72; factor values of job engagement scale are between 93-.85. With the descriptive statistics related to the scales, correlation coefficient and cronbach alpha values are given in Table 3.

Table 3. Mean, Std.Error., Correlation, α, Values

Variables	1	2	3	4	α	Mean	Std. Error
Task Crafting	1				,75	3,99	,07
Cognitive Crafting	,169**	1			,72	4,35	,28
Relational Crafting	,107**	,196**	1		,74	4,21	,25
Job Engagement	,217**	,219**	,168**	1	,87	4,38	,02

*N=207; **p<.01; α=Cronbach's Alpha*

Considering the correlation values, it has been discovered that there are directly related and meaningful relationships between task crafting and job engagement (r=.21; p<.01), cognitive crafting and job engagement (r=.21; p<.01), relational crafting and job engagement (r=.16; p<.01). The correlation value can be a value between -1 / +1. The sign "-"shows that the correlation is reverse, "+" shows that the correlation is directly related. If it is between 0,00-0,29, there is a low level of correlation, if it is between 0,30-0,69, there is a medium level of correlation, and if it is 0,70 and above, there is a high level of correlation (Çam and Tümkaya, 2008, p. 13). Also, it has been realized that the Cronbach Alpha (α) coefficients of the scales are bigger than

($\alpha \geq .70$) the minimum limit (Hair et.al., 2010). According to the structural equation modelling performed for the testing of the proposed hypotheses, the goodness-of-fit values of the proposed modelling [$\chi^2/df=2,88$; RMSEA=.02; CFI=.90] have been found to be acceptable.

Table 4. Structural Equation Model (SEM) Findings

Hypotheses	Standardized β	Std.Error	t	p
TC → JE	.21	.01	8,45	.01**
CC → JE	.21	.02	7,22	.01**
RC → JE	.16	.02	6,47	.01**

**p<.01 **p<.01 Job Engagement (JE); Task Crafting (TC); Cognitive Crafting (CC); Relational Crafting (RC).

In Table 4, standardized path coefficients, standard deviation, and t values are presented. It has been confirmed that task crafting affects job engagement (β=0.21; p<0.01), cognitive crafting affects job engagement (β=0.21; p<0.01), relational crafting affects job engagement (β=0.16; p<0.01) positively. With SEM results, each hypothesis' validness (H$_1$, H$_2$, H$_3$) has been identified.

Discussion and Conclusion

Today's rapidly changing information and technology has a significant impact on workplace. Organizations must manage human resources correctly and effectively during this period of rapid change. Human resources are the most important resource in both private and public institutions, according to current economic conditions. It is the element that is most important in achieving the organization's goals. Administrations have focused on human resources because they believe that increased productivity and quality of business life are dependent on organizational human resources. The most rational use of the knowledge, skills and abilities of employees will contribute to the achievement of the goals of the organization and its success. In an environment where competition is increasing more and more, the need for qualified labour of organizations is also increasing more and more. In parallel with this situation, managing human capital, which is the most important component of intellectual capital, becomes more and more important progressively. Furthermore, the importance of human resources management to the workforce is increasing more and more. It is

seen that there is an orientation towards the effective evaluation of human resources. In order to increase the productivity of employees, policies should be established to develop their skills, knowledge and creativity. In this study, in order to shed light on human resources managers, the effect of municipal employees' task crafting on job engagement, cognitive crafting on job engagement, and relational crafting on job engagement has been tried to be determined. According to the results of the research, it has been found that task crafting affects job engagement, that cognitive crafting affects job engagement, and that relational crafting affects job engagement positively and meaningfully. Based on the SEM results, each hypothesis (H1, H2, H3) has been proved to be true. The results of the study are in accordance with the result of the research conducted by Chen et al. According to the results, individual crafting and job engagement are related (Chen et al., 2014: 21). The research conducted by Siddiqi shows that commitment to both the customer and their organization is significantly affected by job creation behaviours, that are different from the level of commitment to the job (Siddiqi, 2015, p. 277), with the research result emphasizing that the relationship between job crafting and job engagement is positive and moderately significant (Decouti, et al., 2015, p. 87), with the result of the research examining the relationship between health workers' job crafting and job engagement and acquiring a positive relationship (Güzel and Aslan, 2021, p. 631). Almost all organizations' need for employees who are connected to their organization is increasing gradually. It is important that employees have the same purpose with the organizational purpose. The presence of a corporate culture that promotes the growth and development of employees encourages and allows them to take action (Schaufeli, 2012, p. 8). In order to have harmony between the job and employee, placing employees in jobs that are appropriate to their personal characteristics, compatible with their values and beliefs, and ensuring that the work is done autonomously are important for employees to be successful and feel happy (Turgut, 2010, p. 84).

Although the findings supporting the hypotheses have been obtained, the research has some limitations. One of the limitations is that the participants consist of only one district municipality employees. Another limitation is that the effect of the sub-dimensions of the job crafting variable on work engagement has been examined, and the sub-dimensions of work engagement have been ignored. In future studies, it is recommended to investigate the variables of organizational commitment, organizational support, organizational justice, corporate culture, personality, and innovative behaviour with a larger sample in different sectors and different regions.

References

Agin, Ö. (2010). *Effects of work engagement level on intention to leave the job*. Published master's thesis. Kocaeli University, Social Sciences Institute, Kocaeli.

Ahuja, J. and Chaturvedi, N. (2017). Job crafting and employee engagement: A multivariate study. *NMIMS Management Review, XXXIV*(1), 106-120.

Akçakanat, T., Uzunbacak, H. H. and Acar, O. K. (2019). The effect of human resource manager's job crafting on work engagement. *International Journal of Society Research, 10*(17), 395-419.

Aksu, G., Eser, M. T. and Güzeller, C. O. (2017), *Structural equation applications with exploratory and confirmatory factor analysis*. Ankara: Detay Publishing.

Albert, M. A. (2020). *Elucidating the relation of proactive personality with job crafting: Does autonomy matter?* Doctoral dissertation. Bowling Green State University.

Altunışık, R., Coşkun, R., Bayraktaroğlu, S. and Yıldırım, E. (2010). *Research methods in social sciences, SPSS applied*. Sakarya: Sakarya Publishing.

Aslan, Ş. and Güzel, G. (2020). Job crafting, work engagement, organizational virtuousness, emotional selfefficacy and emotional ıntelligence differences of variables in socio-demographic. *Ekev, Academy Journal, 24*(82), 435-462.

Bakker, A. B., Tims, M. and Derks, D. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations, 65*(10), 1359-1378.

Leyla Şenol

Başoda, A. (2017). Work engagement: A conceptual review. *International Periodical Forhistory and Socıal Research*, *17*, 71-98.

Beer, L. T., Tims M. and Bakker, A.B (2016). Job crafting and its impact on work engagement and job satisfaction in mining and manufacturing. *South African Journal of Aconomic and Management Sciences (SAJEMS)*, *19*(13), 400-412.

Berg, J. M., Dutton, J. E. and Wrzesniewski, A. (2008). What is job crafting and why does it matter. In *Positive Organizational Scholarship Theory to Practice Briefing*, p.1-8. Michigan, Ross School of Business.

Berg, J.M., Dutton, J.E. and Wrzesniewski, A. (2013). Job crafting and meaningful work. In B.J. Dik, Z.S. Byrne, and M.F. Steger (Eds.), *Purpose and meaning in the workplace.* Washington, DC: American Psychological Association, p.81-104.

Bolelli, M. (2019). Effects of generations in the relationship between work engagement and subjective wellbeing. *İstanbul Commerce University Journal of Social Sciences*, *18*(35), 247-272.

Bozkurt, Ö. (2018) The relationship between organization type and intra-entrepreneurship tendency and engagement behavior, current issues in management in the light of research, (Ed. Reyhanoğlu, M). Nobel Academic Publishing, *1*, 377-388.

Bruning, P. F. and Campion, M. A. (2019). Exploring job crafting, diagnosing and responding to the ways employees adjust their jobs. *Business Horizons*, *62*(5), 625-635.

Byrne, B. M. (2016). *Structural equation modeling with AMOS* (3rd Edn.). New York: Routledge.

Büyüköztürk, Ş. (2002). Factor analysis: Basic concepts and its use in scale development. *Kuram ve Uygulamada Eğitim Yönetimi*, *32*, 470-483.

Chen, C-Y., Yen, C-H. and Tsai, F.C. (2014). Job crafting and job engagement: The mediating role of person-job fit. *International Journal of Hospitality Management*, *37*, 21–28.

Çakıroğlu, D. and Altınöz, M. (2021). The mediating role of leadership support in the effect of job crafting on innovative behaviour. *BMİJ*, *9*(4), 1467-1484.

Çam, S. and Tümkaya, S. (2008). The validity and reliability study of the interpersonal problem-solving inventory high school students form. *International Journal of Human Sciences*, *5*(2), 1-17.

Çankır, B. (2016). The effect of work engagement on organizational citizenship behavior and research. *The Journal of International Social Research*, *9*(47), 765-771.

Harputluoğlu, D. and Polat, D. (2017). Effect of work engagement and work - family - work conflict on intent to quit: An application in accommodation industry. *The Journal of Social Sciences*, *4*(13), 435-450.

Demerouti, E., Bakker, A. B. and Gevers, J. M. (2015). Job crafting and extra-role behavior: The role of work engagement and flourishing. *Journal of Vocational Behavior*, *91*, 87-96.

Eryılmaz, E. and Doğan, T. (2012). Subjective well-being at work: Investigating of Psychometric Properties of Utrecht Work Engagement Scale. *J Clin Psy. 2, 15*(1), 49-55.

Ghani, A., Kaliappen, N. and Jermsittiparsert, K. (2019). Enhancing Malaysian SME employee work engagement, the mediating role of job crafting in the presence of task complexity, self-efficacy and autonomy. *International Journal of Innovation, Creativity and Change*, *6*(11), 1-18.

Güler, M., Çetin, F. and H. Basım, H. N. (2019). The validity and reliability study of work engagement ultra-short version (uwes-3) proposal of an alternative version (UWES-6). *The Journal of Human and Work*, *6*(2), 189-197.

Güzel, Ş. and Aslan, Ş. (2021). Intermediary role of organizational virtuousness, self-effıcacy and emotional intelligence in the correlation between job crafting and work engagement in healthcare professionals. *Journal of Administrative Sciences, 19*(41), 631-664.

Hair, J., Black, W., Babin, B. and Anderson, R. (2010). *Multivariate data analysis*. Upper Saddle River, N.J.: Prentice Hall.

Kerse, G. (2017). Adaptation the Turkish language of the job crafting scale and relationship between job crafting and emotional exhaustion. *Journal of Business Research*, *9*(4), 283-304.

Kerse, G. (2019). The effect of job crafting on job boredom: An investigation in the context of manufacturing sector. *Third Sector Social Economic Review, 54*(1), 531-548.

Kerse, G., and Babadag, M. (2019). The effect of transformational leadership on job crafting: A study on academic personnel. *The Journal of Human and Work*, *6*(2), 133-143.

Kerse, G. (2019). The relationship between job crafting and job satisfaction: Can changes in work increase satisfaction? *Human and Human*, *6*(20), 205-218.

Kline, R. B. (2016). *Principles and practice of structural equation modeling* (4th Edn.). London: The Guilford Press.

Küsbeci, P. (2021). Job Crafting. Nobel Akademik Publishing, 95-111

Küsbeci, P. (2022). A lıterature revıew on job satısfactıon of health sector employee. *Journal of Health and Social Welfare Research*, *4*(1), 50-64.

Lichtenthaler, P.W and Fischbach, A. (2016). Job crafting and motivation to continue working beyond retirement age. *Career Development International*, *21*(5), 477-497.

Meriç, S. and Babur, Y. (2020). Factors affectıng employee satısfactıon: A research on hotels, *Electronic Journal of Social Sciences*, *19*(74), 812-827.

Morrow, D. and Conger, S. (2018). Job crafting, mindfulness, meaningfulness, and work engagement. *3 rd International Symposium on Meaningful Work*, Amsterdam, The Netherlands, June 14-15.

Özkalp, E., Meydan, B. (2015). Analysis of the reliability and validity of the work engagement scale developed by Schaufeli and Bakker in Turkish. *ISGUC The Journal of Industrial Relations and Human Resources*, *17*(3), 1-19.

Plomp, J., Tims, M., Akkermans, J., Khapova, S. N., Jansen, P.G.W. and Bakker, A.B. (2016). Career competencies and job crafting: How proactive employees influence their well-being. *Career Development International*, *21*(6), 587-602.

Rastogi, M. and Chaudhary, R. (2018). Job crafting and work-family enrichment: The role of positive intrinsic work engagement. *Personnel Review*, *47*(3), 651–674.

Sakuraya, A., Shimazu, A., Eguchi, H. Kamiyama, K., Hara, Y., Namba, K. and Kawakami, N. (2017). Job crafting, work engagement, and psychological distress among Japanese employees: A cross-sectional study. *Biopsychosocial Medicine*, *11*(6), 1-7.

Schaufeli, W. B. (2012). Work engagement. What do we know and where do we go? Romanian *Journal of Applied Psychology*, *4*(1), 3-10.

Schaufeli, W. B., Bakker, A. B. and Salanova, M. (2006). The measurement of work engagement with a short questionnaire a cross-national study. *Educational and Psychological Measurement*, *66*(4), 701-716.

Seçkin, Ş. N. (2019). Research on the relationship of internal locus of control, job crafting and meaningfulness of work. *Journal of Management Economics and Business*, *15*(3), 889-903.

Siddiqi, M.A. (2015). Work engagement and job crafting of service employees influencing customer outcomes. *The Journal for Decision Makers*, *40*(3) 277–292.

Slemp, G.R. and Vella-Brodrick, D.A. (2013).The job crafting questionnaire: A new scale to measure the extent to which employees engage in job crafting. *International Journal of Wellbeing*, *3*(2), 126-146.

Tabachnick, B. G. and Fidell, L. S. (2019). *Using multivariate statistics*. NY: Pearson.

Tims, M. and Bakker, A. B. (2010). Job crafting: Towards a new model of individual job redesign. *SA Journal of Industrial Psychology*, *36*(2), 1- 9.

Tims, M., Bakker, A. and Derks, D. (2015). Job crafting and job performance: A longitudinal study. *European Journal of Work and Organizational Psychology*, *24*(6), 914-928.

Topaloğlu, E.Ö., Sönmez, R. and Yazgan, A.E. (2019). Relationship between work engagement and work life balance: On bank employees. *Journal of BRSA Banking and Financial Markets*, *13*(1), 59-76.

Turgut, T. (2010). *Work engagement*. (Edt.: İslamoğlu, G.) Ankara: Nobel Yayın.

Van Wingerden, J. and Poell, R. F. (2017). Employees' perceived opportunities to craft and in-role performance: The mediating role of job crafting and work engagement. *Frontiers in Psychology*, *8*, 1-9.

Van Wingerden, J., Bakker, A. B. and Derks, D. (2017). Fostering employee well-being via a job crafting intervention. *Journal of Vocational Behavior*, *100*, 164–174. https://doi.org/10.1016/j.jvb.2017.03.008.

Wrzesniewski, A. and Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, *26*, 179–201.

Yemenici, A.D. and Bozkurt, Ö., (2020). Investigation of the relationship between employees' work engagement and self-perception: Case of Düzce provincial manufacturing industry. *Journal of Labour Relations*, *11*(1), 18-33.