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THE MEDIATING ROLE OF WORK ENGAGEMENT IN THE EFFECT OF FLEXIBLE HUMAN RESOURCES MANAGEMENT ON WORK PERFORMANCE: A STUDY IN THE BANKING SECTOR

Tez Özeti

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ESNEK İNSAN KAYNAKLARI YÖNETİMİNİN İŞ PERFORMANSINA ETKİSİNDE İŞE ADANMIŞLIĞIN ARACI ROLÜ: BANKACILIK SEKTÖRÜNDE BİR ARAŞTIRMA*

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Özet

Amaç. Bu araştırmada bankacılık sektöründe esnek insan kaynakları yönetimi ile iş performansı ilişkisinde işe adanmışlığın aracılık rolünün incelenmesi amaçlanmıştır.

Yöntem. Araştırma nicel ve kesitsel araştırma olarak tasarlanmıştır. Araştırmanın örneklem grubunu özel sermayeli mevduat bankalarının İstanbul şubelerinde çalışan 384 kişi oluşturmaktadır. Araştırma verileri tesadüfî anket yöntemi ile toplanmıştır. Anket formunda kavramsal yapılara ilişkin yedi dereceli üç ölçek ve katılımcılara ilişkin demografik soru formuna yer verilmiştir. Verilerin çözümlenmesi için güvenlik ve geçerlilik analizleri, değişkenler arası korelasyon analizi, keşfedici ve doğrulayıcı faktör analizleri yapılmıştır. Model geçerliliği, hipotez ve aracılık testleri için yapısal eşitlik modeli kullanılmıştır. Verilerin analizi SPSS 24 ve AMOS 24 kullanılarak gerçekleştirilmiştir.

Bulgular. Korelasyon analizinde, araştırma modelinde yer alan bütün değişkenler arasında anlamlı ilişkiler saptanmıştır. Regresyon analizi sonuçlarına göre esnek insan kaynakları yönetiminin iş performansı ve işe adanmışlık değişkenlerindeki değişimi; işe adanmışlığın iş performansındaki değişimi anlamlı şekilde yordadığı belirlenmiştir. Aracılık analizinde işe adanmışlık değişkeninin; esnek insan kaynakları yönetimi ile iş performansı ilişkisinde kuvvetli düzeyde aracılık etkisine sahip olduğu görülmüştür.

Özgünlük. Alan yazında, Türk bankacılık sektöründe esnek insan kaynakları yönetimi ile iş performansı ilişkisinde işe adanmışlığın aracılık rolünü test eden araştırma bulunmamaktadır. Bu yönüyle araştırma hem araştırmacılar hem uygulayıcılar için değerli bir katkı sunmaktadır.

Anahtar Kelimeler: Esnek İKY, İş Performansı, İşe Adanmışlık

JEL Sınıflandırması: M10, M12, M14

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THE MEDIATING ROLE OF WORK ENGAGEMENT IN THE EFFECT OF FLEXIBLE HUMAN RESOURCES MANAGEMENT ON WORK PERFORMANCE: A STUDY IN THE BANKING SECTOR

Abstract

Aim. This research examines the mediating role of work engagement in the relationship between flexible human resources management and job performance in the banking sector.

Methodology. The research was designed according to quantitative and cross-sectional research methods. The research sample group consists of 384 people working in the Istanbul branches of privately owned deposit banks. Research data was collected by random survey method. Three scales with seven degrees related to conceptual structures and a demographic questionnaire about the participants were included in the questionnaire form. Security and validity analysis, correlation analysis between variables, and exploratory and confirmatory factor analyses were performed to analyze the data. Structural equation modeling was used for model validity, hypothesis testing, and mediation analysis. Data analysis was performed using SPSS 24 and AMOS 24.

Results. In the correlation analysis, significant relationships were found between all the variables in the research model. According to the regression analysis results, the change in the variables of job performance and work engagement of flexible human resources management showed that work engagement significantly predicted the change in job performance. In the mediation analysis, the variable of work engagement has been seen that it has a strong mediating effect on the relationship between flexible human resources management and job performance.

Originality. In the literature, no research tests the mediating role of work engagement in the relationship between flexible human resource management and job performance in the Turkish banking sector. In this aspect, research is a valuable contribution for researchers and practitioners.

Keywords: Flexible Human Resources Management, Work Performance, Work Engagement.

JEL Classification: M10, M12, M14

INTRODUCTION

Flexible HRM, job performance, and job engagement are interrelated conceptual constructs in the research model. Committed to work is a concept that employees feel their needs closely and always question their level. It has been stated in many studies that if the employees do not sufficiently feel a sense of commitment to work, there may be many negative effects such as job stress, burnout, cynical attitudes towards the organization, the tendency to quit, and employee absenteeism (Bal & De Lange, 2015).

The literature review shows that the variables of flexible human resource management, work dedication, and job performance are generally made on the private sector or hospital employees in foreign research. Studies evaluating the mentioned variables together have not been conducted in Turkey. Therefore, it is expected that examining the flexible human resources management work performance and work commitment variables together in our research and conducting field research on bankers who have a high sense of job dedication, in general, are expected to make a literary and empirical contribution (Şendoğdu and Altındağ, 2022). In the literature, the relationship between flexible HR practices (Sekhar et al., 2017) and job performance (Sabuhari et al., 2020); the relationship between flexible HRM and organizational performance (Bal & De Lange, 2015); some studies test the mediation role of flexible HR in work engagement, job performance (Sekhar et al., 2017) and job engagement (Bhattacharya et al., 2005). However, no study conducted in Turkey tests the mediating role of work engagement in the effect of flexible HR on job performance, as created in this research.

The strong technological infrastructure of Turkish banking offers significant opportunities for flexible HR practices (Yetiz, 2021). For this reason, we think that conducting our research in the banking sector will increase its value in terms of scientific contribution. We hope the research findings will contribute to the business literature and provide guiding suggestions to the banking sector professionals in practice.

Literature Review and Creation of Hypothesis

This section reviews the existing empirical evidence and theory regarding the relationship between flexible human resource management, engagement, and job performance. To understand how flexible human resource management affects job engagement, it is important to have a general understanding of the various components of job performance. The literature review provides the basis for the hypotheses that are developed.

Flexible Human Resources Management

Flexibility, as a concept, expresses softness, tolerance, and easy adaptation to changing situations. Flexibility is to expand the work in an organization as much as possible and aim to make the employees effective and efficient by improving their abilities, as well as meeting the demand that can

change in terms of flexibility, quantity, and quality in a short time and effectively (Davidescu et al., 2020). Flexibility is being prepared for unforeseen changes in the organization.

Workplace flexibility must be discussed for organizations and employees (Dimitropoulos et al., 2013). Meanwhile, increase in employee resilience, given the curfew situation due to the COVID-19 pandemic, some organizations have rapidly adopted teleworking systems and some difficulties in solving how existing infrastructure can work seamlessly with a technology-driven teleworking system (Dimitropoulos et al., 2013). However, it has emerged that there are several challenges and opportunities associated with adopting remote working using digital platforms. In this context, it has become important for organizations to identify the antecedents of remote working flexibility and to examine whether job flexibility can improve staff performance.

The basic element of the flexible HR concept is changeability. Flexibility also reduces costs for businesses that try to adapt and create employment by applying different working models and durations to differentiated labor and economic conditions (Horwitz and Smith, 1998). The ever-changing economic structure makes organizations constantly renew themselves. In the United States (USA) it uses the expression situational employment for flexible working. Today, non-standard employment is used more. Employees work within the scope of flexible working in an open system that allows them to regulate their working conditions according to changing needs based on contracts or protocols they have made with the employer. Flexible HR investigates how quickly and effectively firms can adapt to environmental changes. The concept of flexible HRM was first introduced by Sanchez in 1995. This concept defines it as the ability of an organization to redefine its product strategy, restructure its resource chain, and expand these resources to appropriately re-identify (Akingbola, 2013).

Employee skills flexibility refers that the organization can use employees' skills in various situations (Chen, 2015). This creates an environment that encourages learning various skills and increases the flexibility to adopt new skills (Bhattacharya et al., 2005). Employees adapt to different situations companies provide and use different skills (Boxall, 1999).

Employee behavioral flexibility supports the employee's different behaviors and psychology of coping with situations (Lepak et al., 2003; Úbeda-García et al., 2016). Employee behavioral flexibility can be achieved by internal motivation or intentionally recruiting employees instead of daily routine behaviors (Bhattacharya et al., 2005). Behavioral flexibility provides value to employees in two ways: First, employees' ability to handle various situations enables firms to effectively reduce resistance to change and the associated cost (Lepine et al., 2000). Second, it allows an organization to cope with the reality of situations.

HR implementation flexibility means that organizations' HR practices can be adapted effectively and quickly and applied across businesses or departments in different situations (Bhattacharya et al., 2005). Similarly, Pradhan and Kumari (2017) defined it as how quickly businesses have the ability to

act. In other words, HR application flexibility is how the HR department can execute and adapt new HR applications in a lively, fast, timely, effective, and efficient manner (Sanchez, 1995).

Work Engagement

Committed to work is an effective structure in creating an organization that captures the employee's dedication to work, the amount of energy in the workplace, and the variability between individuals while doing their own job. By making themselves psychologically ready for their work, they help shape their work-related attitudes. In a way, this means that when employees dedicate themselves to work, they keep themselves in the role they perform. Role retention occurs when the employee is physically, cognitively, and emotionally dedicated to fulfilling his organizational roles (Schaufeli, 2015).

The engagement was characterized by energy, involvement, and competence; vitality and dedication were the other two characteristics of work dedication (Roozeboom, 2015). Behaviors that the employee presents or neglects while performing his/her job are called personal dedication or disconnection, respectively (Özkalp, 2015). In personal disconnection, the person minimizes his physical, cognitive, and emotional connections to his work, while personal dedication maximizes it. Engagement is when the employee is fully committed to a role; feeling fully committed and fully committed to performing a job is the employee's putting his hands, heart, and mind into his job to bring out high job performance (Robertson et al., 2012).

According to Schaufeli et al. (2006), who have much research on work commitment, the concept of work commitment is a positive and contented mood consisting of energy, dedication, and internalization exhibited by the employee in his job. In this context, Schaufeli et al. discussed work commitment in three dimensions vigor, dedication, and absorption. These dimensions were also used in our article during the research process. Vigor is mental resilience while working and refers to a high level of energy. A sense of enthusiasm, pride, and inspiration means dedication. Absorption refers to an employee who is deeply involved in his or her work and is related to difficulties detaching oneself from work (Salanova et al., 2011). According to the model, the outcomes of work engagement are performance, voluntary task performance, innovation, cost turnover, quality, and other gains. Examples include synergy, customer satisfaction, morale, and motivation.

Job Performance

Job performance is about doing a job. Performance is a behavioral feature or what people do at work (Kara et al., 2021). Performance falls into two distinct types: task performance and contextual performance. Task performance is related to the tasks included in the job description of the employee, the performance of the tasks that the organization expects from the employee, and the fulfillment of the predetermined tasks. Task performance, also called in-role performance, is the basic responsibilities and behaviors that are different for each job and enable a job to be completed. Task performance is the execution of activities that are at the will of the employee, formally defined for

the work requirements, and requiring mastery (McShane and Glinow, 2007). These activities are explained as performing the technical side of the work, such as transforming the raw material into a product or service and supporting the execution of the technical side of the work. In summary, task performance is the employee's success in performing the tasks included in the job description. In other words, the main determinant of task performance is the employee's professional knowledge, skills, and experience (Motowidlo and Schmidt, 1997).

Contextual performance is defined as personal efforts that are indirectly related to fulfilling the workers' primary duty but are related to tasks, activities, and processes that are considered valuable. Employees perform contextual performance when they establish good relationships with their colleagues, help them with their work, and put extra effort into completing the work on time. The contextual performance, called out-of-role performance, includes social and psychological factors in achieving organizational goals. Due to these features of contextual performance, contributes to the formation of the organizational climate necessary for positive task performance (Motowidlo & Schmidt, 1997).

Creation of Hypothesis

Flexible HRM and Work Engagement Relationship

Most studies have dealt with staff turnover and firm performance (Mowday, 1984). However, HR development should not only focus on performance, but also focus on improving issues such as health, education, welfare, security, social justice, and quality of life. As a matter of fact, it is thought that the final performance outputs of the employees who are committed to their work through HRM practices will also be high. The following hypothesis was formed as:

H1: *Flexible human resource management positively affects work engagement.*

The Relationship between Work Engagement and Job Performance

Engagement is an important building block for employee performance and employee well-being. There is a positive correlation between work engagement and job performance. Employees who deal effectively with the organization have a sense of belonging and participate more in organizational activities (Kara, et al., 2021). In this context, the following hypothesis was created:

H2: *Work engagement positively affects job performance.*

The Relationship Between FHRM and Job Performance

Bal and De Lange (2015) stated that flexible HRM positively affects employee engagement and higher job performance. Flexible HRM makes it easier for employees to deal with job demands and be more involved in achieving higher job performance. Employees who are dedicated to their work and perform well create their own resources that feed the dedication again and create a positive earnings spiral (Bakker and Demerouti, 2007). Flexible HRM gives more control to the employees,

and thus, they become committed to the organization. As a result, they spend more effort in their work and achieve higher performance (Alfes et al., 2013). As stated in the AMO model, it has been revealed that flexible HRM offers employees opportunities for talent, performance, motivation, and self-actualization at work (Appelbaum et al., 2000). Mokaya and Kipyegon (2014) conducted a study with 214 employees of a bank in Kenya, and it was revealed that work engagement was greatly affected by performance management, personal development, wages, and workplace recreation. Employee engagement affects the quality of banking service, which has an impact on customer loyalty and performance. Banks with dedicated employees have higher performance and a lower turnover because they are energetic, dedicated, and passionate about their work. (Moyaka and Kipyegon, 2014,) in a study conducted with 127 employees working at different hierarchical levels of a bank in Pakistan, found that business practices that contribute to the success of the organization, as well as the personal ambition of employees, increase the performance of their employees by providing high dedication and continuing to work at a high rate. The following hypothesis was formed as:

H3: *Flexible human resource management positively affects job performance.*

Mediation Effect of Work Engagement

For years, behavioral research has focused on understanding the relationships between two variables. The effect of the independent variable (X) on a dependent variable (Y), the relationship between X and Y, and the power of X to explain Y were studied (Hayes, 2018). In recent years, research has been carried out to test the mediating and/or regulatory effects of a significant part of the behavioral studies conducted in Turkey and abroad. As the level of employees' commitment level increases, the level of job satisfaction also increases. It means that an employee who is energetic in his job, who is dedicated to his job and who identifies with his job will also have a high sense of satisfaction with hiserse is also true. In this case, we can define H4 hypothesis as follows:

H4: *Work engagement mediates the effects of flexible human resource management on job performance.*

Based on the theoretical explanations given above, the model of the research was created as in Figure 1:

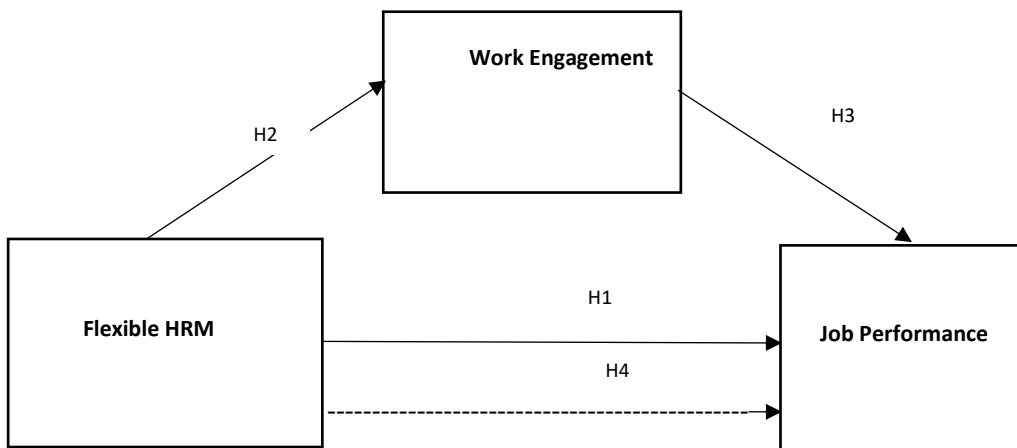


Figure 1. Conceptual model of the research

METHODOLOGY

Research data were collected from people working in the Istanbul branches of private banks in Turkey. According to the Turkish Banks of Association 2021 data, there are 56.450 employees who work in the private banking sector (TBB, 2021). The sample size should be 382, according to the 95% confidence interval (McLeod, 2019). It was planned to conduct a survey by interviewing the Human Resources Managers of the relevant banks. 413 questionnaires were collected, partly face-to-face, partly via Google Forms Survey, and 400 surveys were included because the answers of 13 surveys were insufficient. Extracted from 16 irrelevant questionnaires, analyses were finalized and performed on 384 questionnaires.

Measurement Tools

The questionnaire has four data collection tools: the personal information form, flexible HR scale, job performance scale, and job dedication scale.

Personal Information Form. In the personal information form, there are five questions regarding the age of the participants, their education level, their working years in the institution, the department they work in, and their positions.

Flexible Human Resource Management Scale. The scale developed by Bhattacharya, Gibson, and Doyt (2005) measured Flexible Human Resource Management Practices. There are 22 statements on the scale. The scale consists of three sub-dimensions: skill flexibility (7 statements), behavioral

flexibility (8 statements), and HR practices flexibility (7 statements).

The Flexible Human Resource Management scale was translated into Turkish by the researchers. Since the scale had not been used in Turkish before, it was refined by three experts who were proficient in English. It was translated into English again and again into Turkish. For surface validity, after the translation-reverse translation process, the scale was filled by the target group of 40 people, and the expressions were reviewed according to the feedback.

Work Engagement Scale. To measure the perception of work engagement, 9 questions, known as the “Utrecht Work Engagement Scale – UWES” developed by Schaufeli et al. (2002) were used (Schaufeli, 2017). Originally developed as 17 items, in the second stage, it was nine (Schaufeli et al., 2006). An example question of the scale is "My work inspires me". The adaptation of the scale to Turkish and its validity and reliability analyzes were performed by Özkalp and Meydan (2015).

Job Performance Scale. The scale developed by Hochwarter, Kiewitz, Gundlach, and Stoner (2004) was used to measure the conceptual structure of job performance. There are 16 statements on the scale. It consists of two sub-dimensions, the contextual performance scale (7 statements) and the task performance scale (9 statements). The statements in all scales were labeled as “Not at all true (1) – Definitely true (9)”.

Scale items are included in Appendix 1.

Ethics Committee Approval. An ethical approval letter dated 24 March 2021 and numbered E-65836846-044-205820 was received by the Istanbul Commerce University Ethics Committee for the research scales.

Data Analysis

Descriptive and reliability analyses of the data were performed using SPSS 24. Structural equation modeling (SEM) was preferred to analyze the conceptual structure. In SEM, a predetermined relationship pattern with a theoretical background is tried to with the data collected from the sample (Morrison and Morrison, McCutcheon, 2017). For these reasons, exploratory factor analysis was not performed on the data. Using exploratory factor analysis and confirmatory factor analysis together in structural equation analyses in SEM is not recommended (Gürbüz, 2019: 52). SEM analyses were performed with SPSS AMOS 24. The mediation model was carried with 5000 bootstraps.

Data Cleaning. The extreme values in the questionnaires were analyzed by converting them into standard scores using the "z score" method. Values exceeding -3 and +3 for standard scores are defined as multivariate extreme values, and some sources in the literature suggest removing these lines from the data set. 16 variables were not included in the analysis because they were outliers.

Validity and Reliability Analysis. Cronbach Alpha and CR (composite reliability) were preferred for the reliability of the factors of the scales. Cronbach’s alpha values are shown in Table 1. Cronbach’s alpha values of both main variables and sub-variables are above 0.90.

Table 1. Cronbach's Alpha Values of the Scales

Scale	Value of Cronbach Alpha
Total Flexible HRM	0,978
Employee Skills Flexibility	0.928
Behavioral Flexibility	0.970
HR Practices Flexibility	0.983
Work Engagement	0.968
Total Job Performance	0.972
Contextual Performance	0.972
Task Performance	0.934

For convergent and discriminant validity, the factor load of each variable should be greater than 0.40 and the CR value should be greater than 0.70 (Hair et al., 2016). The standardized factor loads of the items range between 0.615 and 0.954 (see Table 2). The CR values of all factors are above 0.70 (see Table 2). According to these results, convergent validity was realized at a satisfactory level.

After data cleaning and reliability tests, it was investigated whether the data met the necessary conditions for CFA and SEM analysis. KMO value 0.972 >0.60; Barlet statistic = 12,741, p<0.05; A Durbin-Watson statistic in the range of $\pm 1.5-2.5$ indicates no autocorrelation problem in the data. Durbin-Watson was found to be 1.51. The autocorrelation condition has been met. The skewness and kurtosis values of each indicator are between ± 3.00 and ± 7.00 predicted by Tabachnic and Field (2008). According to this result, normal distribution was provided. VIF value was found to be 1. Since the VIF value was less than 10, the multicollinearity condition was met (Hair, 21012). The data are appropriate for CFA and SEM analysis.

Table 2. Factor Loading Table of Variables

Structure	Item	1. Order CFA	
Employee Skills Flexibility	1	,663	CR= 0.947
	2	,741	AVE= 0.721
	3	,845	
	4	,882	
	5	,923	
	6	,914	
	7	,936	
Behavioral Flexibility	8	,805	CR= 0.967
	9	,870	AVE= 0.786

	10	,907	
	11	,915	
	12	,932	
	13	,944	
	14	,904	
	15	,805	
HR Practices Flexibility	16	,908	CR= 0.983
	17	,956	AVE= 0.809
	18	,958	
	19	,956	
	20	,945	
	21	,944	
	22	,934	
Contextual Performance	1	,826	CR= 0.933
	2	,869	AVE= 0.683
	3	,799	
	4	,834	
	5	,806	
	6	,819	
	7	,840	
Task Performance	8	,905	CR= 0.970
	9	,886	AVE= 0.781
	10	,918	
	11	,923	
	12	,939	
	13	,863	
	14	,828	
	15	,845	
	16	,841	
Work Engagement	1	,897	CR= 0.965
	2	,877	AVE= 0.756

3	,892
4	,960
5	,944
6	,885
7	,839
8	,742
9	,764

1. Level 1 Compliance Values: $X^2 = 3.583$, $RMSEA = 0.082$, $SRMR = 0.061$, $CFI = 0.903$

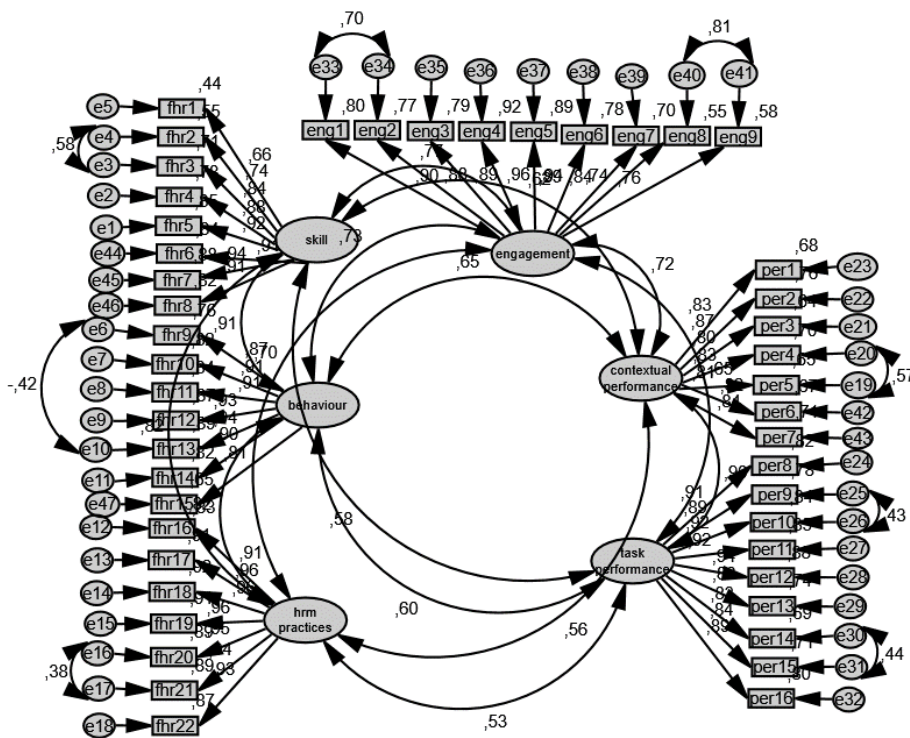


Figure 2. Confirmatory Factor Analysis Chart

Fornell and Larcker (1981) recommended that AVE (average variance extracted) values should be greater than 0.05 for discriminant validity. As seen in Table 2, AVE values of all variables are greater than =.50.

FINDINGS

Demographic Findings

According to the age variable divided into five levels, 34.6% (n = 133) of the participants are in the 31-35 age group, and 24% (n= 92) are in the 36-40 age group. Considering the participants in terms

of education level, it is seen that 61.5% (n= 236) of the participants are at the undergraduate level and 30.2% (n= 116) are at the graduate level. 33.3% (n= 128) of the participants have 7-11 years of work experience, 24% (n= 92) have a work experience of 2-6 years. 27% (n= 142) of the participants work in retail marketing department and 27.9% (n= 107) work in the operation department. When evaluated in terms of status, 53.4% (n= 205) of the employees do not have managerial responsibility, and 46.6% (n= 179) work as managers.

Intervariable Correlation Values

Before testing the mediation hypothesis, correlation analyses were performed to calculate the correlation coefficient between variables. Table 3 figures out the mean and the standard deviations (SD). The data in Table 3 show that all the variables in the model are highly correlated with each other. The task performance dimension has the highest average score, and the work engagement dimension has the lowest average score.

Table 3. Correlation Values Between Variables

	Mean	SD	1	2	3	4	5
1 Contextual performance	6.96	1.20	-				
2 Task performance	7.18	1.23	0.806***	-			
3 HRM practices flexible	6.08	1.80	0.443***	0.531***	-		
4 Behavior flexible	6.11	1.52	0.542***	0.608***	0.830***	-	
5 Skill flexible	5.90	1.61	0.494***	0.569***	0.802***	0.866***	-
6 Work engagement	5.97	1.66	0.640***	0.681***	0.647***	0.709***	0.722***

Note. * p < .05, ** p < .01, *** p < .001; SD= Standard deviaton

Findings Related to the Hypothesis

According to Structural Equation Modelling results, it has been determined that the effect of flexible human resources management on job performance is significant ($\beta = .68$; $p < .01$). In this case, H1 was supported.

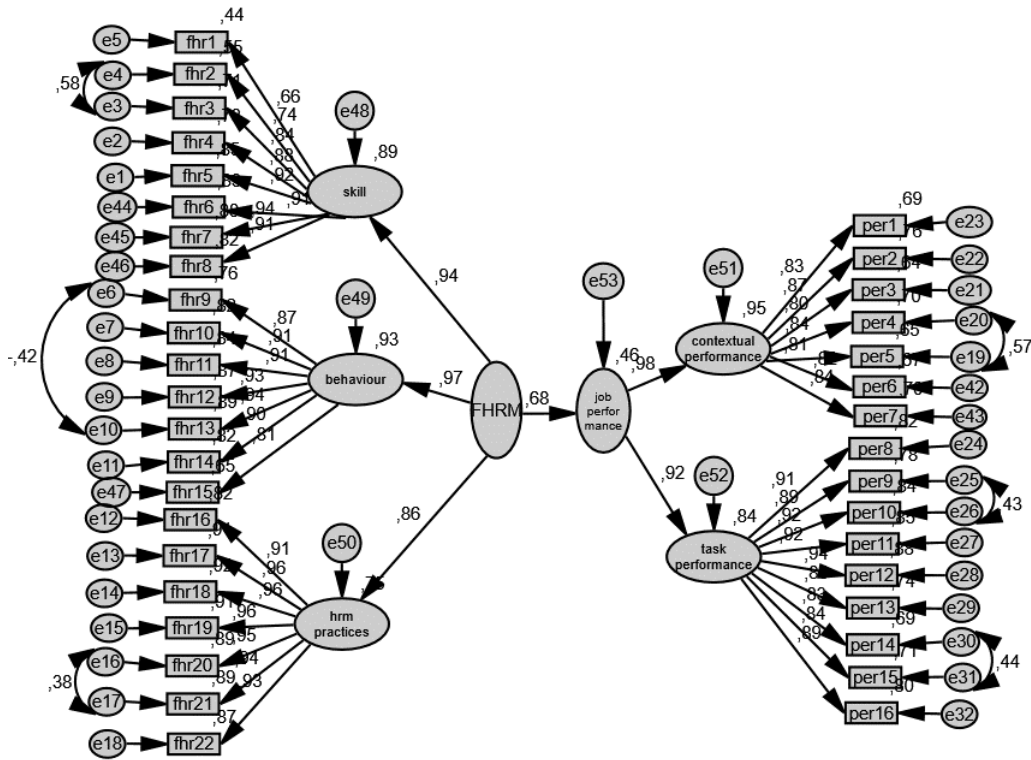


Figure 3. Standardized path diagram of the structural model

Regarding the Mediation Hypothesis

Mediated structural model analysis results show that flexible human resource management predicts work engagement ($\beta = .79$; $p < .01$). In this case, H2 was supported. Similarly, the effect of work engagement, which is the mediating variable, on job performance is significant ($\beta = .50$; $p < .01$). In this case, H3 was supported (see, Figure 4).

On the other hand, with the inclusion of the variable job dedication in the model, the path from the flexible human resource management variable to job performance is still significant ($\beta = .28$; $p < .01$). Work engagement, together with flexible human resource management, explains 55% of the change in job performance. The fit indices obtained as a result of the path analysis are within acceptable threshold values in the literature (Gürbüz, 2019), indicating that the model is compatible with the data ($X^2 = 3.576$; $p < 0.01$; $X^2/df = 3.58$; CFI = .903; RMSEA = .082; SRMR = .061).

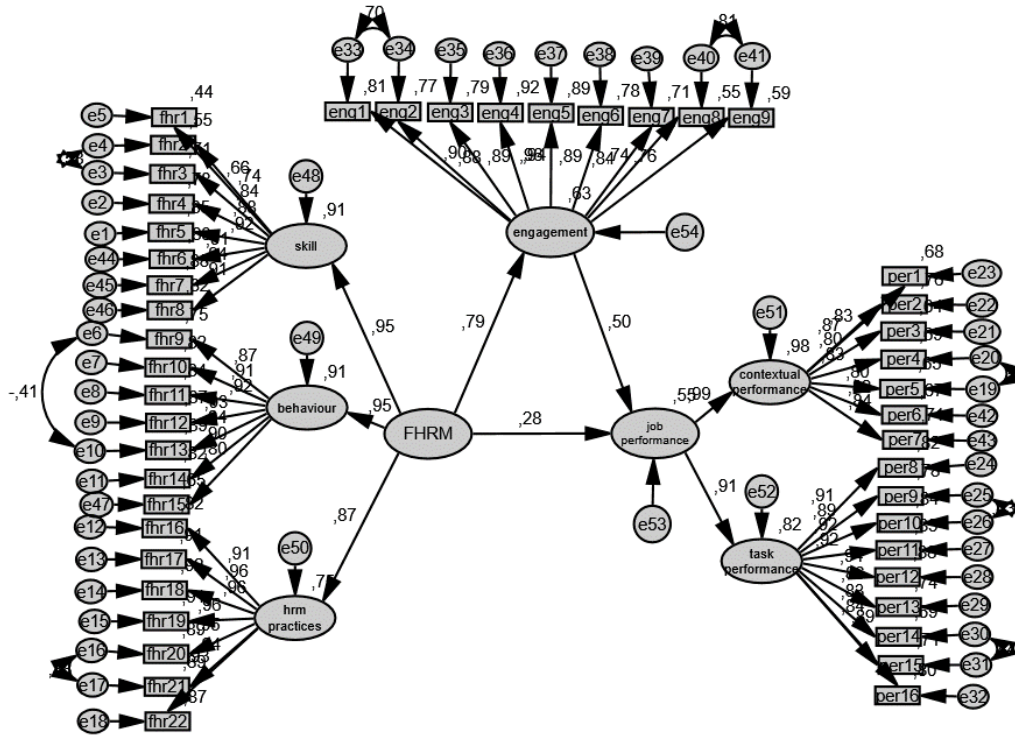


Figure 4. Structural equation model for the mediating effect of job engagement on the relationship between FHRM and job performance

It is argued that the Bootstrap method gives the most reliable results when both comparing to the traditional method of Baron & Kenny (1986) and the Sobel model (Hayes, 2022). In the effect analysis performed with 5000 resampling in Bootstrap analysis, to support the research hypothesis, the 95% confidence interval (CI) values were obtained because the analysis should not contain the zero (0) value (Hayes, 2022; Gürbüz, 2019: 120).

Table 7. Structural Model Analysis Results (n = 384)

Prediction Variables	Output Variables			
	Work engagement		Job performance	
	β	SE	β	SE
Flexible HRM (path c)	-	-	0.68***	
R^2			0.46	
Flexible HRM (path a)	0.79***	0.08	-	-
R^2	0.63		-	-
Flexible HRM (path c')		-	0.28***	0.06
Work engagement (path b)		-	0.50***	0.05
R^2		-	0.55	
Indirect effect		-	0.34, (0.23, 0.54)	

Notes: * $p < .05$, ** $p > .01$, *** $p < .001$. β = Standardized coefficient of influence; SE = Standard Error; Bootstrap Sample Size = 5000; LL = Lower Limit; CI = Confidence Interval; UL = Upper Limit

Bootstrap results determined the effect of the work engagement variable on the mediating role of FHRM in the relationship between job performance ($\beta = 0.40$, 95% CI [0.23, 0.54]). Bootstrap lower and upper-reliability interval values do not include zero (0) (see Table 7). These results show that the variable of work engagement mediates the relationship between FHRM and job performance in the organization. According to this result, H4 was confirmed.

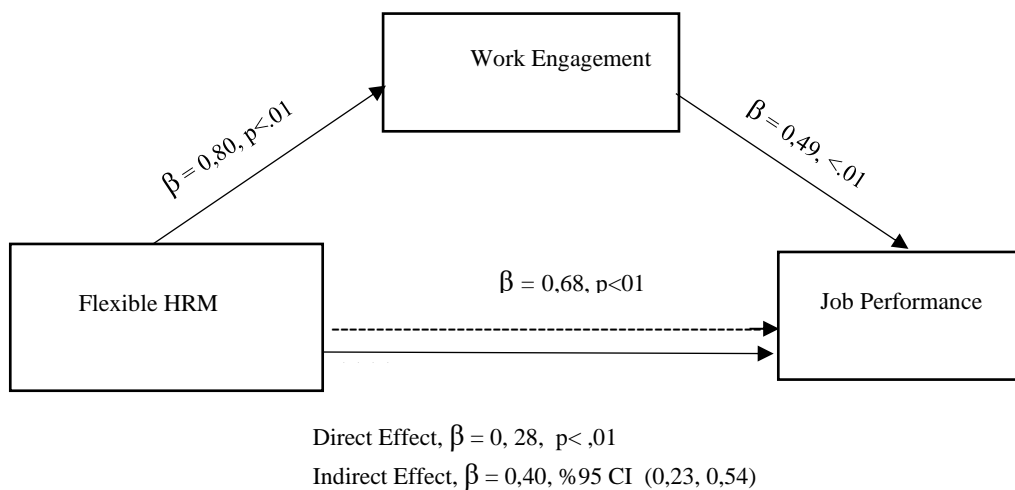


Figure 5. Mediating Model

RESULTS, DISCUSSION AND RECOMMENDATIONS

This study aims to understand the relationship between FHRM, work engagement, and job performance and to reveal the mediating effect of work engagement in the effect of flexible HRM on job performance. The findings obtained because of the research show that flexible HRM; It shows that it has a moderate relationship with the variables of job performance and job dedication. Thus, the analysis made with structural equation modeling to reveal the mediating effect of work engagement on the effect of flexible HRM on performance determined that the physical commitment dimension had a mediating role. As another result of the research, when the average of the scales is examined, the bankers have a high sense of commitment to work. The results obtained by the researchers determined that the bankers had a high sense of commitment to work. It is thought that the reason for this situation is that banking is seen as a valuable profession in our society. Due to the research, a positive and crucial relationship was determined between flexible HRM and job performance. The findings showed that flexible HRM is an effective factor on work engagement. According to this result, it can be said that as the employees' flexible HRM perceptions increase, their level of work commitment also increases. This result is supported by the findings of Rich et al., (2010). In this case, it can be evaluated that employees with a high sense of work dedication can show higher performance. The fact that the study was conducted only on private bank branch employees in Istanbul is a limitation that makes it difficult to generalize the study findings. Future studies on the subject of bankers working in private and/or public bank branches in different provinces will make it possible to generalize the findings on this subject. The study is a first in terms of the relationship between the variables used and the intermediary effect on bankers by using the structural equation model. Applying the study to the banking sector is important in giving an idea of what kind of result will be obtained if the banking personnel working under high competition conditions and with stress develop a sense of dedication to their institutions. Equal opportunities in education, a fair promotion order, and the establishment of systematized wage systems with certain scales will increase the perception of justice for the organization. While developing programs and policies that impact employee engagement, it is important for the Bank's human resources management to be aware of the impact of environmental factors and their needs and form the workforce. Banks need to build a trusting relationship with their employees because excellent service delivery is one of the most important characteristics of banks. Bank HR managers should continue to develop the knowledge and skills of their employees through sustainable training. Continuing education is the most productive approach to continuously improving employee performance. HR managers should organize assistance programs for employees as a tool to increase work engagement. Managers should help employees increase their knowledge and skills by providing appropriate training. As they know more about their job, their task performance level will increase due to the increase in the self-efficacy and confidence of the employees. In addition, regular research on employees' level of commitment helps to reveal the factors that attract employees. It is crucial for employees to identify all the factors that encourage

work engagement, focus on the factors that will make the biggest difference for employees, and spend energy to improve these areas. Helping employees in the organization to plan their lives and careers at work and outside of work will lead them to be more satisfied with their careers, more committed to their work, and less likely to think about leaving their jobs.

In the future, organizational justice or job dedication and psychological well-being, organizational citizenship, organizational trust, job satisfaction, etc. It can be suggested that they research their relations with other variables. In the literature, there are many studies on accommodation businesses, health sector workers, students, teachers and academicians in education, and even police, soldiers, etc., who work under stress in the field of security. There are many studies on professions. However, it has been observed that fewer studies have been carried out on industrial workers, who are the locomotive of the country's economic vitality. Demonstrating the value of positive organizational behavior by conducting studies on the manufacturing industry will be important in developing the literature on this subject. Therefore, in future studies, examining the mediating effect of work engagement on the effect of flexible HRM on job performance with different scales, different sample groups, and different analysis methods (for example, hierarchical regression) and investigating if there is a full mediating effect of work engagement that may provide a theoretical contribution to this issue. Finally, qualitative future studies methods can be supported.

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Appendix 1. Scale items

All items were labeled as 1 = I totally disagree, 9 = I totally agree.

WE: Work Engagement

FHRM: Flexible Human Resources Management

CON = Contextual performance

TASK = Task performance

1. ___ WE ___ At my work, I feel bursting with energy.
2. ___ WE ___ I find the work that I do full of meaning and purpose.
3. ___ WE ___ Time flies when I'm working.
4. ___ WE ___ At my job, I feel strong and vigorous.
5. ___ WE ___ I am enthusiastic about my job.
6. ___ WE ___ When I am working, I forget everything else around me.
7. ___ WE ___ My job inspires me.
8. ___ WE ___ When I get up in the morning, I feel like going to work.
9. ___ WE ___ I feel happy when I am working intensely.
10. ___ FHRM ___ Our firm can shift employees to different jobs when needed.
11. ___ FHRM ___ Our employees can switch to new jobs in our company within a short time.
12. ___ FHRM ___ Our employees are capable of putting new skills to use within a short time.
13. ___ FHRM ___ Our firm is capable of meeting demand for new skills by retraining or shifting its existing employees.
14. ___ FHRM ___ We employ people with a broad variety of skills.

15. ___ FHRM ___ Many employees in our firm have multiple skills that are used in various jobs.
16. ___ FHRM ___ People in our firm can learn new skills within a short period.
17. ___ FHRM ___ The flexibility of our employees' work habits helps us to change according to market demands.
18. ___ FHRM ___ People in our firm change their work habits in response to changes in the competitive environment.
19. ___ FHRM ___ Our employees respond to changing situations within a short time.
20. ___ FHRM ___ People in our firm readily change their work habits as demanded by changes in the working environment.
21. ___ FHRM ___ Most of our employees are flexible enough to adjust to dynamic work requirements.
22. ___ FHRM ___ Our employees adjust to changing work requirements within a short period.
23. ___ FHRM ___ Our employees' response to the changing nature of their jobs helps us remain competitive in the market.
24. ___ FHRM ___ People in our firm change their behavior in response to customer requirements.
25. ___ FHRM ___ Flexibility of our HR practices helps us to adjust to the changing demands of the environment.
26. ___ FHRM ___ Our firm modifies its HR system to keep pace with the changing competitive environment.
27. ___ FHRM ___ Our HR practice parameters are designed so that they adjust quickly to changes in business conditions.
28. ___ FHRM ___ We make frequent changes in our HR practices to align the HR system with changing work requirements.
29. ___ FHRM ___ Changes in our HR practices enable us to remain competitive in the market.
30. ___ FHRM ___ Our HR practices adjust meaningfully to changed business scenarios.
31. ___ FHRM ___ Our HR practices, as a whole, are flexible.
32. ___ CON ___ You help others employers with their work when they have been absent.
33. ___ TASK ___ You achieve the objectives of your job.
34. ___ CON ___ You volunteer to do things not formally required by the job.
35. ___ TASK ___ You meet the criteria for performance.
36. ___ CON ___ You take initiatives to orient new employees to the department even though not part of your job description.
37. ___ TASK ___ You demonstrate expertise in all job-related tasks.
38. ___ CON ___ You help others when their work load increases (assists others until they get over the hurdles).
39. ___ TASK ___ You fulfill all the requirements of the job.
40. ___ CON ___ You assist your colleagues with their duties.
41. ___ TASK ___ You can manage more responsibility than typically assigned.
42. ___ CON ___ You make innovative suggestions to improve the overall quality of the department.
43. ___ TASK ___ You appear suitable for a higher level role.
44. ___ CON ___ You willingly attend functions not required by the organization, but helps in its overall image.
45. ___ TASK ___ You are competent in all areas of the job, handle tasks with proficiency.
46. ___ TASK ___ You perform well in the overall job by carrying out tasks as expected.
47. ___ TASK ___ You plan and organize to achieve objectives of the job and meet deadlines.