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THE ROLE OF WORK ENGAGEMENT AND ORGANIZATIONAL COMMITMENT ON JOB CRAFTING IN REMOTE WORKERS

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The Role of Work Engagement and Organizational Commitment on Job Crafting in Remote Workers

Uzaktan Çalışanlarda İşe Bağlılığın ve Örgütsel Bağlılığın İş Zanaatkarlığındaki Rolü

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ABSTRACT

The study's primary purpose is to measure the effect of organizational commitment and work engagement on job crafting in remote or home-office and office workers. The objective of this study is to gain an understanding of whether a relationship exists between work engagement and organizational commitment concerning job crafting behaviors in remotely working affairs, especially for those who are working actively from their homes in the Covid-19 era. The expectation is that a relationship exists regarding organizational commitment and job crafting and that remote work is the moderator; work engagement is the mediator of this relationship. We estimate that organizational commitment affects work engagement, especially when there are no opportunities for remote work. So, the expectation is that organizational commitments cause job crafting in the long term. While Job crafting is investigated chiefly in employees working actively from specific workplaces, this study will be nominated focusing on remote workers to bring a new perspective to the literature. The estimation is that remote workers' organizational commitment and work engagement will affect job crafting. Throughout this study, which implemented quantitative methodologies, participants were given a questionnaire that included demographic inquiries and questions based on a total of three widely-used scales.

Meyer, Allen, and Smith's Organizational Commitment Scales` Turkish adaptation was applied. The Turkish version of the Utrecht Work Engagement Scale (UWES) designed by Schaufeli and Bakker and the Turkish version of the Job Crafting Scale (JCS) by Tims, Bakker, and Derks were implemented to measure job crafting. Furthermore, additional questions were asked to understand the working environment and conditions. Overall, 78 questions were included in the survey. The scores were then analyzed in SPSS.

The findings were consistent with the literature on organizational commitment, work engagement, and job crafting. It was discovered that work engagement and organizational commitment had a positive, statistically significant impact on job crafting. Additionally, it was found that work engagement significantly mediated the relationship between organizational commitment and job crafting. The only finding that differs from the previous literature is that remote working could not moderate the relationship between the predictor and the outcome in a statistically meaningful way.

Keywords: Work Engagement, Organizational Commitment, Job Crafting, Quantitative Research, Remote Worker, Pandemic

ÖZET

Araştırmanın temel amacı, uzaktan veya evden çalışan beyaz yaka çalışanların örgütsel bağlılık ve işe bağlılığın, iş zanaatkarlığın üzerindeki etkisini ölçmektir. Bu çalışmanın amacı, Covid-19 döneminde özellikle evlerinden aktif olarak çalışan uzaktan çalışanların iş zanaatkarlığın, işe bağlılık ve örgütsel bağlılık arasında bir ilişki olup olmadığını anlamaktır. Örgütsel bağlılık ile iş zanaatkarlığın arasında bir ilişki olduğunu ve uzaktan çalışmanın bu ilişkinin moderatörü; işe bağlılığın ise aracısı olduğunu tahmin ediyoruz. Örgütsel bağlılığın, özellikle organizasyonda uzaktan çalışma seçeneği yoksa, işe bağlılığı etkilediğini öngörüyoruz. Dolayısıyla, örgütsel bağlılığın uzun vadede iş zanaatkarlığa neden olmasını bekleyebiliriz. İşe bağlılık bu zamana kadar daha çok belirli bir işyerinden, tam zamanlı olarak çalışanlarda araştırılırken, bu çalışma uzaktan çalışanlara odaklanarak literatüre yeni bir bakış açısı getirmeye odaklanacaktır. Uzaktan çalışanların örgütsel bağlılıklarının ve işe bağlılıklarının iş zanaatkarlığa etki edeceğini tahmin ediyoruz.

Nicel yöntemlerin kullanıldığı bu çalışmada, katılımcılardan demografik sorularla birlikte toplam üç farklı iyi bilinen ölçeğe dayanan bir ankete katılmaları istenmiştir. Araştırmada Meyer, Allen ve Smith tarafından literatüre kazandırılan Örgütsel Bağlılık Ölçeği'nin Türkçe versiyonu kullanılmıştır. İşe bağlılığı ölçmek için Schaufeli ve Bakker tarafından geliştirilen Utrecht İşe Bağlılık Ölçeği (UWES) ve Tims, Bakker ve Derks tarafından geliştirilen İş Zanaatkarlığı (JCS) Türkçe versiyonu uygulanmıştır. Ayrıca, çalışma ortamı ve koşullarını anlamak için ek sorular sorulmuştur. Toplamda 78 soru ankete dahil edilmiştir. Puanlar daha sonra SPSS'de analiz edilmiştir. Sonuçlar, iş zanaatkarlığın, işe bağlılık ve örgütsel bağlılıkla ilişkin literatürle uyumludur. İşe bağlılık ve örgütsel bağlılığın iş zanaatkarlığı üzerindeki etkisi pozitif yönde istatistiksel olarak anlamlı bulunmuştur. Ayrıca, işe bağlılığın örgütsel bağlılık ve iş zanaatkarlığın üzerindeki aracı etkisinin de istatistiksel olarak anlamlı olduğu görülmüştür. Geçmiş literatürden farklı olan bir veri ise uzaktan

çalışmanın örgütsel bağlılık ve İşe bağlılık arasındaki ilişkiyi istatistiksel olarak anlamlı bir şekilde anlatamamış olmasıdır.

Anahtar kelimeler: İşe Bağlılık, Örgüte Bağlılık, İş Zanaatkarlığı, Nicel Araştırma, Uzaktan Çalışma, Evden Çalışma, Pandemi

CHAPTER 1

INTRODUCTION

This thesis' paramount objective is to quantify how organizational commitment and work engagement affect job crafting in remote workers. This research aims to determine whether or not there is a link between work engagement and organizational commitment in job crafting behaviors in remote working situations, especially for those working actively from their homes in the Covid-19 era in Turkey. The working style has changed considerably in a short period, and little is known about the impacts on employees compelled to work from home. These impacts on employees are mainly the case for organizational commitment and job crafting, primarily studied in the context of the workplace environment. The study seeks to have an impact on businesspeople, such as managers and employers, and will not only contribute to the body of literature in that regard. It may also have an impact on working conditions.

At the very beginning, the meaning of remote working should be explained. The term "remote worker," "teleworker," or "home-office worker" essentially refers to a worker who operates his or her whole job requirements from different places while being under flexible work conditions, which means that any kind of work task can be completed by these kinds of workers from anywhere in the world (Morgan, 2004).

According to the data from Turkey's ministry of health, the Covid-19 pandemic outbreak started in Turkey on March 11, 2019 (T.C. Sağlık Bakanlığı, 2020). The Covid-19 outbreak forced thousands of people to shape their homes into offices. Home-office, teleworking, or remote working all have the same meaning and are still getting greater attention from countries all around the world. The term remote work can also be broadly described as employees working in flexible workplace locations away from their main offices or factories. In addition, the

employees have no face-to-face interaction with other colleagues, and they have to communicate with them through technological devices, like mobile phones, laptops, and computers. (Di Martino & Wirth, 1990).

Before the pandemic, remote working was not a usual method in Turkey. According to the data of TURKSTAT made in 2016, only 2.6% of the private sector employees had the opportunity to work from their homes (TurkStat, 2016). After two significant lockdowns in the country and higher infection rates, nearly every sector that could perform remote working developed this working style in order to protect their employees and work-flow. Specifically, worries about the pandemic's duration, combined with the possibility of additional outbreaks of contagion, prompted businesses to explore remote working as a novel and evolving type of work (Brodeur et al., 2021). Because working from home enables workers to remain employed and employers to maintain the production of services that generate revenue while overall limiting the risk of spreading the Covid-19 virus, the remote working style has become of critical importance (Bonacini et al., 2020). However, with the COVID-19 outbreak, the majority of organizations have been forced to adopt this way of working. In many cases, the organizations were not able to equip their employees with the required competencies and essentials needed to work remotely from their homes.

This study is based on remote white-collar workers working in the context of Turkey. While there are limited numbers of research on remote workers linked to job crafting in Turkey, this study aims to contribute to the literature to gain an understanding of the relationship between organizational commitment, work engagement, and job crafting in workers who operate their work remotely from their homes.

In order to achieve the objective of the current thesis, quantitative methods have been applied, and participants were requested to complete three fairly well-

known scales. These well-known scales were the Meyer, Allen, and Smith (1993) Organizational Commitment Scale, the Schaufeli and Bakker (2002) Utrecht Work Engagement Scale, and the Tims, Bakker, and Derks Job Crafting Scale (2012). Besides that, they were prompted to answer additional demographic questions, particularly in relation to the frequency of their remote employment, availability of relevant tools, and the conditions at their workplace, which, after the pandemic, changed into their houses.

This dissertation will define the three main topics, organizational commitment, work commitment, and work engagement, by providing a literature review containing definitions, the history of the concepts, and several research findings. Following the literature review, the methodology chapter will provide the entire procedure, the data collection, background information about the instruments used during the research, and detailed information about the participants. The results section will provide the outcomes of the quantitative data analysis through SPSS, the program used to execute various types of statistical research. In the final section, the discussion will help explain and interpret the results concerning their relevance to the literature, provide the strengths and limitations of the research, and outline recommendations for future studies.

CHAPTER 2

LITERATURE REVIEW

2.1 WORK ENGAGEMENT

2.1.1 Background

In the earlier literature, engagement was studied on its own and not directly related to work; in recent decades, work engagement has been given its place in the literature and has been chiefly associated with burnout from the beginning. Watson and Tellegen noted that increased rates of activation and enjoyment characterize engagement, while burnout is characterized by reduced levels of activation as well as enjoyment. Thus, it can be said that they are opposing concepts. (Watson & Tellegen, 1985). The concept of engagement has been broadly summarized as "the concurrent employment and self-expression of an individual's 'preferred self' in behaviors that foster relatedness to one's work and others, presence in person (physically, cognitively, and emotionally), and an actively complete performance" (Kahn, 1990). High energy levels and a strong sense of identity with one's work are characteristics. (Bakker et al., 2008). In particular, work resources, including work performance feedback, managerial support, along with job control, have been found to influence engagement (Demerouti et al., 2001). Relatedly, it has been pointed out that engagement also depends on the resources employees perceive themselves to have at their disposal (Kahn, 1992).

A continuous, motivating affective-motivational state of fulfillment in employees is referred to as work engagement. That has been featured with three concepts: vigor, dedication, and absorption.

Vigor, described with high energy and resilience, is understandably a desire or willingness to invest any kind of effort in one's work. Also, it is the capacity not to get tired very simply and perseverance despite any challenges in work life. The

second concept, dedication, refers to a deep understanding of commitment to one's work, which is usually accompanied by enthusiasm and meaningfulness for their work. It has also been linked to pride and inspiration. Lastly, absorption covers a pleasurable condition of complete devotion to one's work, typified by the fact that time passes rapidly also very easily, and one is resistant to disengage or let up the task at hand (Schaufeli et al., 2002). As Schaufeli and his colleagues stated, work engagement can be described as a highly positive experience (Schaufeli et al., 2002).

Another significant benefit of work engagement is that it helps employees obtain benefits from their strenuous tasks at their jobs (Britt et al., 2001). An additional point examined in many academic studies is that the relationship between organizational commitment and work engagement is positive (Demerouti et al., 2001). In terms of affecting employee job performance, which is one the most widely researched subjects in organizational psychology, based on several studies, it is fair to say that work engagement is likely to impact the performance of employees (Kahn, 1990). Work engagement has also been described as a positive, satisfying, affective-motivational state of work-related well-being with the potential to be viewed as the antithesis of burnout (Macey & Schneider, 2008).

Work engagement appears to be primarily the outcome of available resources in an organization. Work resources relate to aspects of work, whether social, physical, psychological, or organizational. These factors might help workers attain their work goals, lessen their jobs' physical and mental strain, and foster their personal growth. The mentioned work resources have different motivational potential. They can provide a purpose to employees' tasks and work, hold them responsible for their work and all of their processes and give them data about the actual outcomes of their performance (Bakker et al., 2003c). Work engagement outcomes research has demonstrated that it is associated with positive results that include job satisfaction, lower absenteeism, lower turnover, and high levels of

organizational commitment and performance (Salanova et al., 2003; Schaufeli & Bakker, 2004).

2.2. ORGANIZATIONAL COMMITMENT

Commitment has been defined to be "a power that attaches an individual to a course of action that is for one or multiple goals" (Meyer & Herscovitch, 2001). Organizational commitment, arguably the most comprehensively investigated focus, refers to an employee's psychological connection to his or her organization (Allen & Meyer, 1990). In 1991, Meyer and Allen also defined the concept of organizational commitment as a perceived psychological state of attachment of a person to an organization (Meyer & Allen, 1991). In addition, it can be characterized as an individual's strong sense of identification and dedication to a specific organization. This type of dedication to the company can be exhibited by both a strong belief in the organization's goals, principles, and ideals and an acceptance of its objectives and values, as well as a readiness to commit a lot of time and energy to the organization, and have a strong desire to stay a part of it. (Porter et al., 1974).

2.2.1 Three types of organizational commitment

Earlier studies have identified three primary forms of organizational commitment: affective commitment (the emotional attachment of an employee to the organization), continuance commitment (the expense related to leaving the organization), and normative commitment (the feeling of having an obligation toward continuing to work for the organization) (Meyer & Allen, 1997).

Moreover, organizational commitment has the potential to be operationalized by an employee's intention to continue in a profession after evaluating possible occupational alternatives (Blau, 1985). The concept of organizational commitment has been treated as a distinct variable over the years,

and a wide range of definitions and measurements have been proposed. Recently, the concept has even come into greater focus among researchers, possibly due to the changes in the employment decision-making process caused by the massive international labor force and the increasing number of alternatives for skilled workers (Sullivan & Arthur, 2006). Consequently, skilled workers or professionals in certain professions or industries have the opportunity to change companies to advance in their future careers without feeling that they have to stay for a certain number of years with the same organization. Meanwhile, evidence suggests that it is challenging for companies to find appropriately skilled and experienced workers to fill in for those leaving the organization. (Jain et al., 2008).

Accordingly, levels of organizational commitment have been associated with concerns about employee retention, a severe issue for many organizations. Thus, it can be assumed that organizational commitment is an essential variable to be considered, especially if an organization's goal is to develop a solid employee base on whom they can rely for their continued affiliation with their organization.

The organization's results are positively impacted by the employees' organizational commitment, according to numerous earlier research, including organizational efficacy, work engagement, job satisfaction, and intention to turnover (Meyer & Herscovitch, 2001; Zhang et al., 2015). Subsequently, it is reasonable that organizations also have a vested concern in improving employee commitment to the workplace to achieve these objectives.

2.3 JOB CRAFTING

The concept of job crafting has been a very commonly researched topic in the last few years. Although it was defined two decades before by Amy Wrzesniewski, the concept has gained much more attention in the Covid-19 era.

2.3.1 The description of work

Firstly the description of the work itself would be a necessity. A specific work of an employee has been characterized as a series of tasks brought under one heading, which is the employees' job title and arranged for fulfillment by one individual" (Ilgen & Hollenbeck, 1992). Consequently, to this information, work tasks represent the most fundamental cornerstones of the organizational relationship between the employees and consist of a set of prescribed work activities which an employee is expected to perform usually throughout the typical work period" (Griffin, 1987).

By forming the understanding of what is and what is not considered part of a job, the interactions with others allow workers to define and delimit tasks. Nevertheless, the limits of work, the meanings of work, and the identities of work themselves are not entirely specified by formal job descriptions. Employees have considerable freedom to scrutinize and actualize their work, taking on the role of job crafters.

2.3.2 The early definition of job crafting

The initial definition of job crafting referred to the adjustments that employees make within the task or relational boundaries connected with their jobs, both physically and cognitively. It is, therefore, job crafting itself, an activity that is performed by the employees who are the job crafters (Wrzesniewski & Dutton, 2001).

Preparing a job consists mainly in shaping the physical or cognitive task boundaries of a job and the relationship boundaries of a job. Shaping the work task boundaries refers to changing the form or quantity of activities a person performs while doing his or her work. Changing cognitive task boundaries involves altering a person's view of their work. Changing the relational boundaries implies that the employee uses discretion on whom to engage with when performing the work. By rearranging any of these characteristics, the employee alters the character of the work design and the social contexts he or she operates. In the study by Brief and Nord, it has been stated that these actions related to changes in work impact an employee's work identity (Brief & Nord, 1990). The term work identity has been defined as the ways in which employees perceive themselves as who they are at work, which is highly a cognitive process.

Furthermore, a set of behaviors and a set of thoughts are both embodied by work identity, where employees make judgments about what their work is and what it is not (Ashforth & Mael, 1989). Consequently, two important ways of conveying work identity are based on the things individuals do at their jobs and the people with whom they engage at work. So, the definition of the job and the individual's job identity are fundamental elements of how a job is generated.

2.3.3 Job crafting behaviors

After the early studies, the concept has been defined as self-induced employee behaviors that can help employees shape their jobs and align their interests and competencies with the requirements of the task of the work, "Job crafting behaviors" or, to put it more precisely, job crafting (Ingusci et al., 2021). Individuals who perform job crafting operate over the task and relationship demarcations of the job, in the process transforming their identity along with the purpose of their work. While doing that, employees invent alternative works within the framework of their actual work (Wrzesniewski & Dutton, 2001). In other words, job crafting represents

a highly creative and improvisational experience of how individuals customize their work to establish and maintain a meaningful description of what they do and who these individuals are in their jobs.

In addition, it is utterly situational as to whether job crafting is potentially positive or harmful for the business; such creative processes and shaping of the job may not always be beneficial for the organization. It has been stated repeatedly that job crafting is typically undertaken without necessarily serving the goals of the organization. However, most studies on the topic show that job crafting behaviors led to positive outcomes related to the objectives of the organizations (Wrzesniewski & Dutton, 2001; Lyons, 2008).

2.3.4 Explicit outcomes of job crafting behaviors

According to explicit outcomes of job crafting, the results of the behavior itself can also constitute organizational citizenship (Podsakoff et al., 2000). Moreover, some job crafting behaviors assist employees in becoming more accepting towards others or dealing more effectively with potentially undesirable aspects of the job (Lyons, 2008). Additionally, studies on job crafting claim that, in most cases, employees working in jobs that offer them considerable autonomy can make job changes (Hollenbeck & Ilgen, 1992). Morrison and Phelps's previous study on employees' voluntary efforts directed at enhancing their work practices, which they then referred to as "taking charge," is in line with the approach of Wrzesniewski and Dutton (Morrison & Phelps, 1999; Wrzesniewski & Dutton, 2001). There have lately been claims that the evolving nature of work itself has challenged conventional job performance models and encouraged researchers to place greater emphasis on employees' voluntary behaviors (Griffin et al., 2007).

Moreover, some data indicate that managers frequently discourage the practice of job crafting (Schmoker, 2004).

2.4 REMOTE WORKING

2.4.1 Definition of Remote Worker

At the very beginning, the meaning of remote working should be explained. "The term "remote worker," "teleworker," or "distance worker" essentially refers to a worker who operates from different places while they are under flexible work conditions. This means that any kind of work task can be done by these kinds of workers from anywhere in the world (Morgan, 2004).

2.4.2 New Challenges

Employees actively working remotely from their homes experience new challenges in their nature of work. There are new requirements in organizing their work schedules and working styles. These are in general; such as sharing workspaces or rooms with other family members while working, sharing equipment and internet connection, arranging a working area in their houses, and even scheduling work breaks, like coffee breaks are now with other family members, prominent families with children and also families with babies tried to manage the balance and the focus to work. Therefore, it can be very tricky to balance the work-life boundaries. Consequently, many employees have developed or would need to develop new structures to cope with the requirements of their working lives. Considering the preceding, people have developed strategies to adjust to the needs of the business. This includes how virtual coworking is increasingly replacing more familiar methods such as face-to-face team working. Instead of traveling on business trips or attending large conferences, employees and employers learned to connect and collaborate across the globe through virtual connections from their at-home laptops. It encouraged them to use that time differently and to be creative, as their

commute time was eliminated. Individuals can also be compelled to adopt and develop new social and structural sources.

Further, many organizations that could perform remote work successfully indicated that they would continue supporting home-based work even after the pandemic because of the benefits, like time and money. Prolonged interaction with this emerging work style and new technologies could lead to new proactive behaviors, which we define as job crafting. At the same time, it might also have detrimental repercussions, such as decreased measures for organizational commitment and work engagement (Ingusci et al., 2021). It could be expected that remote workers experience lower organizational commitment to their work by not spending physical time and effort in the work setting. Nevertheless, the results of the research show the opposite outcome.

2.4.3 Remote Working & Organizational Commitment & Job Crafting & Work Engagement

Organizational commitment was among the most commonly recognized advantages of remote work (Taboroši et al., 2020). In addition, the results of various studies show that organizational commitment is positively related to job crafting. Mostly, it is the affective commitment sub-item that leads employees to identify with the organizational mission and values as well as to be eager to spend tremendous effort for the organization (Qi et al., 2014; Meyer et al., 1993).

Another term that has to be taken into consideration in relationship with job crafting and remote working is the critical concept of work engagement. Numerous studies on the outcome variable job crafting and moderator variable work engagement have been undertaken, and the majority of the results have shown a positive association between the two. Ghitulescu found a positive and significant relationship between commitment and job crafting (Ghitulescu, 2007). Based on several research results, employees who perform job crafting-related activities find their work to be more

fulfilling, boost their energy levels while working, and as a result, become more engaged in their work in terms of emotional and physical aspects (Turan & Özdemir, 2019).

Moreover, it has been demonstrated that dimensions related to Job Crafting either jointly or independently predict Work Engagement and positively impact it (Tims et al., 2012). Consequently, there are multiple studies on the effect of job crafting on work engagement. Workers' rates of work engagement can be fostered and strengthened through job crafting (Tims et al., 2015; Stan, 2020).

2.5 PRESENT STUDY AND RESEARCH QUESTIONS

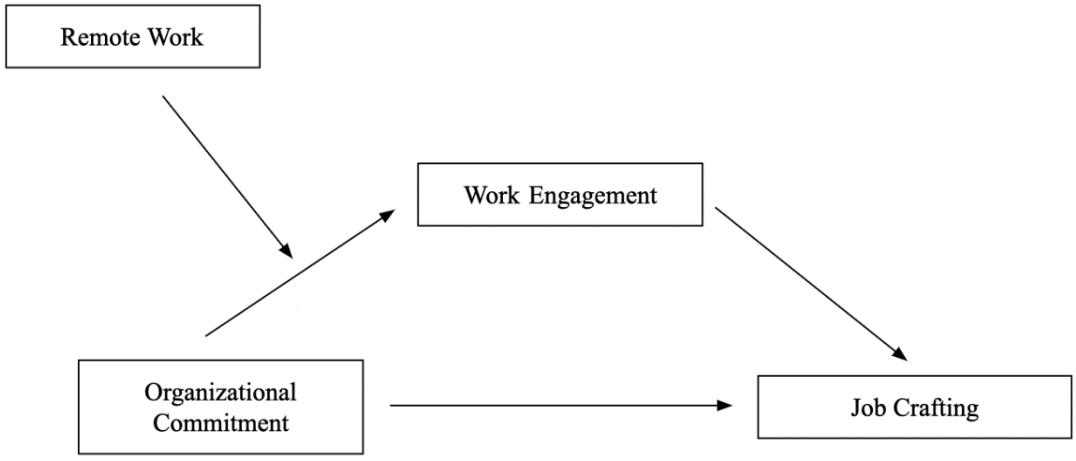
Organizational commitment and work engagement are some of the most investigated and talked about topics in organizational psychology. The reason is that the two concepts are crucial for professional life and have a lot of positive outcomes like psychological well-being and job performance. While most of the studies are made with employees who are primarily working in offices, this study focuses on employees who cannot go to the workplace because of the Covid-19 pandemic and who are working actively in offices. While remote or teleworking has become popular in the last few years, the pandemic has made working from home mandatory worldwide.

The research questions of the current research thesis are based on whether organizational commitment and work engagement affects white-collar workers who work either remotely or actively from their workplaces or offices. The first hypothesis of this hypothesis will be about if there is any effect of job crafting on work engagement. The basis for this hypothesis is that, while the work situation in most prior investigations was different, the results were generally comparable, showing a positive association. Therefore, answering this question is essential to the study. The second question will be if there is an effect of job crafting on the second

independent variable, organizational commitment. Within that approach, the primary goal is to determine whether the predictor variable has an effect on the outcome variable. This notion has also been investigated repeatedly among workers who work from their offices, which is considered a significant determinant of organizational commitment levels.

The following question will be about the mediating effect of work engagement between job crafting and organizational commitment. The hypothesis is that there is a mediating effect caused by work engagement between the predictor variable organizational commitment and the outcome variable job crafting. Lastly, the item that the authenticity of our study and its potential contribution to the literature is most likely to be the most relevant will be complemented with our final question, whether remote working style moderates the relationship between work engagement and job crafting. Remote working styles, according to the hypothesis, modify the relationship between the moderator variable work engagement and the predictor variable organizational commitment.

Figure 1. 1 Hypothesized Moderated Mediation Model



CHAPTER 3

METHODOLOGY

The present quantitative research contained a survey that used three different scales to examine job crafting, work engagement, and organizational commitment levels, and a form with demographic variables of remote and non-remote white-collar employees. Information about the participants and the measurement instruments will be covered in depth in the upcoming sections.

3.1 PROCEDURE

3.1.1 Ethics Committee Approval

Before beginning the data gathering procedure, ethical approval was received from Istanbul Bilgi University's Ethics Committee. The form is presented in Appendix K.

3.1.2 Data Collection

After receiving ethical approval, the participants were reached and sent an online link to the survey via Survey Monkey, the online platform used for collecting data. On the first page, each participant was asked to complete an Informed Consent Form before the survey began (See Appendix A and Appendix B for the English version). On the Informed Consent Form, it was stated that this study was based on voluntary participation, the participant could renounce at any time of the study, an overview of the study, and that the survey could only be conducted after the participant signed the Consent Form. The scales and demographic questions on the survey were listed as follows; consent form, organizational commitment scale, work engagement scale, job crafting scale, and demographic information form. The survey was filled out through mobile devices or computers.

3.2 INSTRUMENTS

Job crafting, work engagement, organizational commitment, and the demographic questionnaire are the critical research variables of this study. All the scales and demographic questions used in this research are presented in Appendix C to Appendix J, both in English and Turkish versions.

3.2.1 Organizational Commitment Scale

The developers of the Organizational Commitment Scale are Meyer, Allen, and Smith (1993). Using a 6-point Likert scale (6=Strongly Agree; 1=Strongly Disagree), participants report their evaluations. There are 18 expressions it was adapted to Turkish, and the reliability coefficients of this scale were found by Dağlı, Elçiçek, and Han (2018) as follows: Kaiser-Meyer-Oklin (KMO) .889, Barlett Sphericity ($p<.05$. df=435). In this instance, the data set was acceptable for multiple regression.

The exploratory factor analysis (EFA) revealed a 3-dimensional structure consisting of 6 items under the structure in its original form and explaining 52% of the total variance. Since the study was an adaptation of the scale, the analysis was made by entering the number of factors in the original form, and it was seen that the items were distributed under the factor structure in the original form. In addition, Cronbach Alpha values for the reliability of the scale were examined. Values regarding the reliability of the scale were obtained based on dimensions and total scale. Scale Total Cronbach-Alpha = .884, the results of Cronbach's alpha and item-total correlation values conducted within the scope of reliability studies were also above the expected values, demonstrating the scale's accuracy as a measuring device (Dağlı et al., 2018).

3.2.2 The Utrecht Work Engagement Scale (UWES)

The Utrecht Work Engagement Scale (UWES) is developed by Schaufeli and Bakker (2002). The scale has been developed on the basis of the 6-point Likert type scale (6= Strongly Agree; 1= Strongly Disagree). There are 17 expressions; the scale consists of three dimensions: aspiration to work (vigor), dedication to work (dedication), and work concentration (absorption). It was adapted to Turkish, and the reliability coefficients of this scale were found by Eryılmaz and Doğan (2012) as follows: Cronbach's alpha reliability coefficient is .94. The reliability coefficients obtained for the sub-dimensions were calculated as .87 for the "aspiration to work" sub-dimension, .87 for the "dedication to work" sub-dimension, and .84 for the "work concentration" sub-dimension. To ascertain the scale's test-retest dependability, the scale was implemented on 31 employees twice, with an interval of 1 month.

The application led to the discovery that the scale's overall test-retest reliability coefficient was .85., .89 for the aspiration to work" sub-dimension, .80 for the " dedication to work" sub-dimension, and .69 for the "work concentration" sub-dimension. The construct validity of the UWES-TR was examined by Confirmatory Factor Analysis (CFA). For this purpose, first-level CFA was conducted to determine whether the three-factor and single-factor structure of UWES-TR could be confirmed in a sample of Turkish employees. The model's suitability in CFA was first examined by the ratio of the chi-square value to the degrees of freedom. The ratio of Chi-square value to degrees of freedom was found to be x2/sd (380.95/110) = 3.46 for the three-factor model and x2/sd (838.19/119) = 7.04 for the single-factor model. Many fit indices are used in CFA to reveal the fit adequacy of the model. The acceptable fit value for the fit indices GFI, CFI, NFI, RFI, IFI, and AGFI is 0.90, and the perfect fit value is 0.95.

CFA revealed that the three-factor model outperformed the one-factor model in terms of fit values. The findings indicated that the UWES is valid and reliable at a sufficient level. The factor analysis revealed that the three-component structure of the UWES was also intact in the Turkish sample. (Eryılmaz & Doğan, 2012).

3.2.3 The Job Crafting Scale

Tims, Bakker, and Derks (2012) constructed the Job Crafting Scale (JCS), which consists of 21 items that assess four subscales of job crafting. Participants indicate their evaluations using a 7-point Likert type scale (5= Strongly Agree; 1= Strongly Disagree). The scale has been adapted to Turkish, and reliability coefficients of this scale were found by Akın, Sarıçam, Kaya, and Demir (2014) as follows: increasing social job resources .76, increasing challenging job demands .73, decreasing hindering job demands .77, and increasing structural job resources .75. Confirmatory Factor Analysis (CFA) scores showed that the model suited the data effectively as well as the Chi-square value (x2=340.27, df= 175, x2/df= 1.94, p= .00) calculated for model fit was considered significant. The internal consistency of the scale according to Cronbach's alpha was .90 and .84 for the total scale. The corrected item-total correlations of the Job Crafting Scale ranged from .33 to .87. The results of the t-test show that the differences between the means of the individual items were significant in the upper and lower 27% of the scores between -5.34 and -27.84 ($p < .001$).

In line with all these results, it was found that the Turkish form of the Job Crafting Scale had high validity and reliability values and that it can be used as a valid and reliable instrument for determining the level of job crafting (Akın et al., 2014).

3.2.4 Demographic Form

This form has been used, including the following questions: gender, age, marital status, children, experience, title, department, working style, how many days they are working remote, if they were working remotely before the pandemic, if they

have a separate room for working or if they are sharing with family members and more.

3.3 PARTICIPANTS

All participants were included and selected for the study utilizing convenience sampling. Convenience sampling is the process of reaching out to potential respondents either through the researcher's personal or professional contacts. The survey received responses from 215 participants in total. The survey included a precondition for the completion of the survey. Respondents were required to be full-time employees. Therefore those who were not could not continue with the survey, and the survey was terminated to eliminate respondents before they could complete the survey.

Overall, among all 215 participants, 31 individuals were not working full-time in an organization; hence they were excluded from this database. Consequently, the statistical analyses were performed based on the final sample size consisting of 184 participants. Among all respondents, a total of 118 were women, followed by 62 men and four respondents who preferred not to specify their gender. The age range of the participants was between 21 to 60 years, with an average age of 31.50. The majority of the sample size was 62,5% bachelor’s degree graduates. Following, 23, 3% of master’s degree graduates and 5% of the respondents with a doctorate. Respondents' total years of work experience were considerably mixed. Where the highest number of total work experience was 37 years, the shortest was one year of total work experience. The mean for total work experience was found to be nine years.

Furthermore, 23% of the participants have children, and the total number of participants with children is 43. The most frequent number of children is 58% having one child. The second highest percentage is 30% with two children. Differences can

be seen in the question of how the participants' working styles were before and after the pandemic.

Before the pandemic, 81.5% of the participants worked only from their workplace, whereas only 12% worked in a hybrid working style and just 6.5% worked remotely (See Table 1.). After the pandemic, these numbers have changed considerably, with the percentage of respondents working only from their workplace decreasing from 81% to 42%, the number of hybrid workers increasing to 29%, and the percentage of respondents working remotely increasing to 43%. In response to the question on how the participant defines his/her economic situation, six options ranging from "I can hardly meet even my basic needs" to "I can spend without thinking" was presented. Only one respondent selected the last option, "I can hardly meet even my basic needs," otherwise 62.5% of the respondents stayed in the middle range, 40.8% selected "I can make expenditures thoughtfully," followed by "I can make expenditures comfortably" with the highest rate of 28.3%. Therefore, it can be said that our sample of 184 respondents is generally considered to be at the middle and upper levels in economic terms. Table 3.1 shows the distribution of the percentages of the three different working styles.

Table 3. 1 Working Style

	N	%
Remote	51	27.7%
Office	79	42.9%
Hybrid	54	29.3%

The gender percentage breakdown for the entire study is shown in Table 3.2.

Table 3. 2 Gender

	N	%
Women	118	64.1%
Men	62	33.7%
Did not state	4	2.2%

3.4 DATA ANALYSIS

All of the information was gathered using Survey Monkey. After collecting all relevant anonymous data, each variable was entered into the SPSS Statistics 27 software program. All quantitative data analyses were conducted with this program. SPSS Statistics is a powerful statistical software platform. It provides a wide range of advanced statistical procedures, including fundamental analytical aspects, ranging from data preparation up to analyzing and reporting. Demographic data were examined through descriptive and frequency analysis. An Exploratory Factor Analysis (EFA) was performed to determine the ideal factor structure for the implicit work engagement scale, organizational commitment scale, and job crafting scale in Turkish contexts. Reliability (Cronbach's alpha) scores were computed for all scales and factors. Pearson correlations were then used for each scale to analyze the correlations between the subscales. After conducting these analyses, tests of normality were used for all the variables. After that, linear regression was used for investigating the effect of job crafting on work engagement and organizational commitment. PROCESS v4.1 by Andrew F. Hayes was downloaded and integrated into SPSS to investigate the

mediation effects of work engagement between job crafting and organizational commitment. Lastly, to comprehend if remote working style moderates the relationship between working engagement and job crafting, moderated mediation was tested in a single model using PROCESS v4.1 by Andrew F. Hayes.

CHAPTER 4

RESULTS

4.1 Exploratory Factor Analysis (EFA)

Exploratory Factor Analysis (EFA) was conducted for each scales' Turkish version; it was utilized to investigate the factors structure of a scale and to analyze its inter-reliability. Before all factor analysis, the data was split into two and only was conducted with remote and hybrid working participants, which was used to understand how the scales function with remote workers, which is the central theme of the dissertation.

4.1.1 Job Crafting Scale (JCS)

Beginning with Job Crafting Scale (JCS), the factorability of the 17 JCS items was examined. Missing values were managed with the exclude cases listwise option. The extraction method was selected as principal axis factoring, and the analysis method was chosen as the correlation matrix with the extract based on an Eigenvalue greater than 1. For the rotation of the factor analysis, direct oblimin was adopted, and the coefficient display format was small coefficients absolute values below .40 were suppressed from the analysis.

In the first step of EFA, all 17 items of JCS were studied with the Eigenvalue 1 and above. This first phase ended with four factors that explained 63.24% of the total variance. In the Pattern Matrix, it could be seen that item 5 (''I decide on my own, how I do things'') did not show any loading, so it was eliminated in the next step. In the second phase of factor analysis, after item 5 was eliminated, it resulted in four-factor structures explained by 65.98% of the total variance. However, it could be seen in the pattern matrix that factor number three only got two items under it.

The third step of factor analysis was to remove these two items, item 6 ("I manage my work so that I try to minimize contact with people whose problems affect me emotionally.") and item 7 ("I organize my work to minimize contact with people whose expectations are unrealistic."). After removing the three items, it ended up with three factors. The factor analysis resulted in a factor structure with a total variance explanation percentage of 63.86%. The Kaiser- Meyer-Olkin measurement of sampling adequacy revealed that the strength of the relationships between variables was high (KMO =.81), which is above the advised value of.6. Bartlett's test of sphericity was significant (χ 2 (91) = 674.34, $p < 0.001$) and the Kaiser- Meyer-Olkin measurement of sampling adequacy was significant. Lastly, the communalities all exceeded .3, affirming that all items appear to have some common variance shared with the other items. Considering these overall findings, the factor analysis was considered to be appropriate for all the remaining 14 items.

Table 4. 1 Total Variance Explained of Job Crafting Before Excluding

	Initial Eigenvalues		Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings[a]			
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.928	28.989	28.989	4.493	26.428	26.428	3.334
2	2.715	15.973	44.962	2.337	13.746	40.174	3.034
3	1.703	10.019	54.980	1.235	7.267	47.441	1.246
4	1.405	8.265	63.245	.964	5.671	53.112	3.076

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Note: This table demonstrates the total variances explained before eliminating any item.

The total variances explained for the job crafting scale are shown in table 4.2 after the items not loaded during factor analysis were removed.

Table 4. 2 Total Variance Explained of Job Crafting

	Initial Eigenvalues	Extraction Sums of Squared Loadings		Rotation Sums of Squared Loadings[a]			
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.908	35.058	35.058	4.465	31.890	31.890	3.097
2	2.598	18.559	53.617	2.238	15.982	47.873	3.191
3	1.435	10.248	63.865	1.000	7.140	55.013	3.203
4	.834	5.960	69.825	.834			
5	.738	5.275	75.100	.738			
6	.662	4.731	79.831	.662			
7	.509	3.637	83.468	.509			

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Note: This table demonstrates the total variances explained after eliminating the items which were not loaded.

The job crafting scale pattern matrix is shown in table 4.3 before any items that were not loaded are excluded.

Table 4. 3 Pattern Matrix of Job Crafting Before Excluding

	Factor			
	1	2	3	4
"I try to develop my capabilities."	.841			
“I try to develop myself professionally.”	.978			
“I try to learn new things at work.”	.716			
“I make sure that I use my capacities to the fullest.”	.520			
"I decide on my own how I do things				
’’I manage my work so that I try to minimize contact with people whose problems affect me emotionally.			.610	
"I organize my work to minimize contact with people whose expectations are unrealistic.			.819	
"I ask my supervisor to coach me."		.797		
“I ask whether my supervisor is satisfied with my work.”		.770		
"I look to my supervisor for inspiration."		.646		
"I ask others for feedback on my job performance."		.732		
“I ask colleagues for advice.”		.539		-.426
"When an interesting project comes along, "I offer myself proactively as a project co-worker."				-.508
“If there are new developments, I am one of the first to learn about them.”				-.458
“When there is not much to do at work, I see it as a chance to start new projects.”				-.839
“I regularly work on extra tasks even though I do not receive any extra salary.”-				-.510
"I try to make my work more challenging by examining the underlying relationships between aspects of my job."				-.442

Table 4.4 is the final table of the job crafting scale factor analysis process. It shows the pattern matrix of the job crafting scale after items that were not loaded were discarded.

Table 4. 4 Pattern Matrix of Job Crafting

	Factor		
	1	2	3
"I try to develop my capabilities."			.836
“I try to develop myself professionally.”			.964
“I try to learn new things at work.”			.690
“I make sure that I use my capacities to the fullest.”			.498
"I ask my supervisor to coach me."		.793	
“I ask whether my supervisor is satisfied with my work.”		.787	
"I look to my supervisor for inspiration."		.682	
"I ask others for feedback on my job performance."		.741	
“I ask colleagues for advice.”	.418	.535	
“I offer myself proactively as project co-worker.”	.457		
“If there are new developments, I am one of the first to learn about them.”	.486		
“When there is not much to do at work, I see it as a chance to start new projects.”	.829		
“I regularly work on extra tasks even though I do not receive any extra salary.”-	.507		
"I try to make my work more challenging by examining the underlying relationships between aspects of my job."	.492		

4.1.2 Organizational Commitment

The organizational Commitment Scale (OCS) was the second to perform factor analysis; the factorability of the 18 OCS items were examined. Missing values were managed with the exclude cases listwise option. The extraction method was selected as principal axis factoring; the analysis method was chosen as the correlation matrix with the extract based on an Eigenvalue greater than 1. For the rotation of the factor analysis, direct oblimin was adopted, and the coefficient display format was small coefficients absolute values below .40 were suppressed from the analysis.

Firstly, all 18 items of OCS were studied with the Eigenvalue 1 and above. This first phase ended with five factors that explained 65.60% of the total variance. By the Pattern Matrix, it could be seen that item 10 (''If I had not already put so much of myself into this organization, I might consider working elsewhere.'') and item 12 (''I do not feel any obligation to remain with my current employer.'') did not show any loading, so they were eliminated in the next step. In the second phase of factor analysis, after item 10 and item 12 were removed again, five-factor structures increased, explained by 70.86% of the total variance. However, it could be seen in the pattern matrix that factor number four only got two variables. The third step of the factor analysis was to remove also these two items, item 14 ("I would feel guilty if I left my organization now.") and item 16 ("I would not leave my organization right now because I have a sense of obligation to the people in it."). After removing these items, it ended up with four factors. The next step was to change the Extraction from based on Eigenvalue more significant than 1 to fixed numbers of factors 3. This showed us that two other items were problematic and did not show any loading. These were item 6 ("Right now, staying with my organization is a matter of necessity as much as desire.") and item 13 ("Even if it were to my advantage, I do not feel it would be right to leave my organization now.").

Finally, six items were extracted in total, and the factor analysis resulted in a three-factor structure with a total variance explanation percentage of 72.37%. By testing the overall significance of all correlations in the correlation matrix, Bartlett's test of sphericity was significant (χ 2 (66) = 524.72, p <0.001), and the Kaiser- Meyer-Olkin measurement of sampling adequacy showed that the strength of the relationships between variables was high (KMO = .76), which is also above the considered value of .6.

Lastly, the communalities all exceeded .3, affirming that all items appear to have some common variance shared with the other items. Considering these overall findings, the factor analysis was considered appropriate for all the remaining 12 items from OCS. Table 4.5 shows the total variances explained for the organizational commitment scale before deleting any item.

Table 4. 5 Total Variance Explained of Organizational Commitment Before Excluding

	Initial Eigenvalues			Extraction Sums of Squared Loadings			
				Rotation Sums of Squared Loadings[a]			
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.833	26.848	26.848	4.411	24.508	24.508	3.765
2	3.231	17.948	44.796	2.789	15.493	40.001	2.364
3	1.404	7.803	52.599	1.018	5.655	45.656	3.041
4	1.253	6.959	59.558	.835	4.638	50.294	1.913
5	1.089	6.051	65.609	.646	3.586	53.880	1.934

Table 4.6 lists the total variances that were explained after the non-loaded elements were taken out.

Table 4. 6 Total Variance Explained of Organizational Commitment

	Initial Eigenvalues		Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings[a]			
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	4.248	35.398	35.398	3.816	31.802	31.802	3.313
2	2.365	19.710	55.108	1.902	15.846	47.649	1.980
3	1.283	10.693	65.801	.879	7.328	54.977	2.814

Table 4.7 shows all the organizational commitment scale items' loadings before excluding them.

Table 4. 7 Pattern Matrix of Organizational Commitment Before Excluding

	Factor				
	1	2	3	4	5
"I would be very happy to spend the rest of my career with this organization."	.625				
“Too much of my life would be disrupted if I decided I wanted to leave my organization right now.”		.516			
“I feel that I have too few options to consider leaving this organization.”		.841			
“One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.”		.811			
“Even if it were to my advantage, I do not feel it would be right to leave my organization now.”					.570
“This organization deserves my loyalty.”	.647				
“I owe a great deal to my organization.”	.568				
“This organization has a great deal of personal meaning for me.”	.700				
“I really feel as if this organization’s problems are my own.”			.834		
“I do not feel a strong sense of belonging to my organization.”			.793		
“I do not feel emotionally attached to this organization.”			.596		
“I do not feel like “part of the family” at my organization.”	.808				
“Right now, staying with my organization is a matter of necessity as much as desire.”					.633
"It would be very hard for me to leave my organization right now even if I wanted to."					.513

“If I had not already put so much of myself into this organization, I might consider working elsewhere.”	
“I would feel guilty if I left my organization now.”	.767
“I would not leave my organization right now because I have a sense of obligation to the people in it.”	.570
“I do not feel any obligation to remain with my current employer.”	

Table 4.8 demonstrates the next step, which was changing the Extraction from based on Eigenvalue greater than 1, up to fixed numbers of factors 3, and eliminating the items which were not loaded in the first step.

Table 4. 8 Pattern Matrix of Organizational Commitment

	Factor		
	1	2	3
“I would be very happy to spend the rest of my career with this organization.”	.710		
“I do not feel like “part of the family” at my organization.”	.802		
"It would be very hard for me to leave my organization right now even if I wanted to."		.513	
“Too much of my life would be disrupted if I decided I wanted to leave my organization right now.”		.704	
“I feel that I have too few options to consider leaving this organization.”		.740	
“One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.”		.765	
“This organization deserves my loyalty.”	.697		
“I owe a great deal to my organization.”	.577		

“This organization has a great deal of personal meaning for me.”	.637	
“I really feel as if this organization’s problems are my own.”		.831
“I do not feel a strong sense of belonging to my organization.”		.802
“I do not feel emotionally attached to this organization.”		.608

4.1.3 Work Engagement

The last scale to perform factor analysis is the Utrecht Work Engagement Scale (UWES), which examined the factorability of the 17 UWES items. Again, missing values were managed with the exclude cases listwise option. The extraction method was selected as principal axis factoring; the analysis method was chosen as the correlation matrix with the extract based on an Eigenvalue greater than 1. For the rotation of the factor analysis, direct oblimin was adopted, and the coefficient display format was small coefficients absolute values below .40 were suppressed from the analysis.

The whole 17 items of UWES were studied with the Eigenvalue 1 and above. The first phase ended with four factors explaining 66.67% of the total variance. In the Pattern Matrix, it could be seen that four different variables were not loaded. These items were item 6 (''When I am working, I forget everything else around me.''), item 15 ("I am immersed in my work"), item 16 ("It is difficult to detach myself from my job."), item 17 ("At my work, I always persevere, even when things do not go well"), so they were eliminated in the next factor analysis step. The second phase of factor analysis resulted in a three-factor structure increase, explained by 69.94% of the total variance. The third step of the factor analysis was to remove these two items, item 12 ("I can continue working for very long periods at a time") was removed, and the Extraction based on Eigenvalue greater than 1, up to fixed numbers of factors 1.

In total, five items were eliminated, and the factor analysis resulted in a one-factor structure with a total variance explanation percentage of 70.81%.

Testing the overall significance of all correlations in the correlation matrix, Bartlett's test of sphericity was significant ($\chi 2\ (66) = 717.30$, $p < 0.001$), and the Kaiser-Meyer-Olkin measurement of sampling adequacy showed that the strength of the relationships between variables was high (KMO = .88), which is also high above the considered value of .6.

Table 4. 9 Total Variance Explained of Work Engagement Before Excluding

	Initial Eigenvalues		Extraction Sums of Squared Loadings				
				Rotation Sums of Squared Loadings[a]			
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	7.193	42.311	42.311	6.805	40.029	40.029	5.045
2	1.764	10.374	52.685	1.414	8.320	48.349	3.569
3	1.268	7.458	60.143	.896	5.272	53.621	4.953
4	1.110	6.527	66.670	.591	3.476	57.097	2.194

Following Table 4.10 demonstrates the total variances explained after the unloaded items have been removed.

Table 4. 10 Total Variance Explained of Work Engagement

	Initial Eigenvalues			Extraction Sums of Squared Loadings			
				Rotation Sums of Squared Loadings[a]			
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	6.034	50.280	50.280	5.540	46.163	46.163	6.034
2	1.394	11.613	61.893				
3	1.071	8.923	70.817				
4	.733	6.104	76.921				

Table 4.11 shows the scale's pattern matrix before removing the elements that were not loaded.

Table 4. 11 Pattern Matrix of Work Engagement Before Excluding

	Factor			
	1	2	3	4
"At my work, I feel bursting with energy."	.871			
“At my job’ I feel strong and vigorous.”			.794	
"When I get up in the morning, I feel like going to work."	.427			
“At my job, I am resilient.”	.856			
“I find the work that I do full of meaning and purpose.”			.565	
“When I am working, I forget everything else around me.”				.531
“I am enthusiastic about my job.”			.518	
“My job inspires me.”	.657			
“I am proud of the work I do.”	.441			
"To me, my job is challenging."			.782	
“Time flies when I am working.”		.886		
“I can continue working for very long periods at a time.”		.754		
“I feel happy when I am working intensely.”			.548	
“I get carried away when I am working.”		.513		
“I am immersed in my work.”				
“It is difficult to detach myself from my job.”				.557
“At my work, I always persevere, even when things do not go well.”				

The factor matrix of the scale is shown in table 4.12 following the removal of the unloaded items and the change in the extraction method based on Eigenvalue larger than 1 up to fixed numbers of factors 1.

Table 4. 12 Factor Matrix of Work Engagement

	Factor
	1
“At my work, I feel bursting with energy.”	.716
“At my job’ I feel strong and vigorous.”	.686
"When I get up in the morning, I feel like going to work."	.743
“At my job, I am resilient.”	.785
“I find the work that I do full of meaning and purpose.”	.830
“I am enthusiastic about my job.”	.823
“My job inspires me.”	.632
“I am proud of the work I do.”	.562
"To me, my job is challenging."	.699
“Time flies when I am working.”	.530
“I feel happy when I am working intensely.”	.532
“I get carried away when I am working.”	.502

4.2 Reliability Testing

Cronbach's alpha was conducted for all the scales' subscales to understand the inter-item reliability level of the subscales.

The first subscale of the Job Crafting scale was named "Increasing Challenging Job Demands". The subscales' alpha level was determined to be.7, which signifies that these items are measuring the same thing and that the subscale has a sufficient level of inter-item reliability.

The second subscale of JCS was ''Increasing Social Job Resources'', which was found to be even higher with the alpha level of .85. The last subscale of JCS was "Increasing Structural Job", which also was examined. It was found that the alpha level was .84.

The second one to perform reliability testing was the Organizational Commitment Scale (OCS) subscale, "Affective Commitment". It was found that the "Affective Commitment" subscales' alpha level was .8; therefore, this subscale has a sufficient level of inter-item reliability. The second subscale of OCS is ''Continuance Commitment" it was found that the subscale's alpha level was .76. Next, the last subscale of OCS was tested, ''Normative Commitment'' subscales alpha level was found to be .83. To sum up, all subscales in OCS were found to have an adequate level of inter-item reliability.

Further, the last scale, Utrecht Work Engagement Scale (UWES), was conducted into one subscale. The alpha level was .91. In conclusion, it is understood that all scales have adequate inter-item reliability.

4.2.1 Correlations

Pearson Correlations coefficient was used to understand the correlations between the subscales' bivariate correlations. The first analyzed scale was JC scale. It was found that the subscale "Increasing Challenging Job Demands" was positively correlated with the subscale "Increasing Social Job Resources", r (104) = .38, p = .00. The second correlation was between ''Increasing Challenging Job Demands'' and ''Increasing Structural Job'' subscale, which was found to be positively correlated, r (104) = .50, p = .00. The last correlation test was conducted here with ''Increasing Social Job Resources'' subscale and ''Increasing Structural Job'' subscale, which was found to be not correlated, r (104) = .17, p = .07.

The correlations of the Job Crafting scales' subscales are shown in Table 4.13.

Table 4. 13 Correlations of Job Crafting Scale

		"Increasing Challenging Job Demands" Subscale	"Increasing Social Job Resources" Subscale	"Increasing Structural Job Resources" Subscale
"Increasing Challenging Job Demands" Subscale	Pearson Correlation	1	.384**	.490**
	Sig. (2-tailed)		.000	.000
	N	105	105	105
"Increasing Social Job Resources" Subscale	Pearson Correlation	.384**	1	.173
	Sig. (2-tailed)	.000		.070
	N	105	105	105
"Increasing Structural Job Resources" Subscale	Pearson Correlation	.490**	.173	1
	Sig. (2-tailed)	.000	.070	
	N	105	105	105

**. Correlation is significant at the 0.01 level (2-tailed).

The next correlations were conducted between the OCS subscales. It was found that the "Affective Commitment'' subscale was not correlated with the "Continuance Commitment'' subscale, r (104) = -.10, p = .27. The other correlation was between "Affective Commitment'' subscale and "Normative Commitment'' subscale. It was found that they were positively correlated, r (104) = .52, p = .00. The last was done with the subscale "Continuance Commitment'' and "Normative Commitment'' subscale, and it was found that they were not correlated, r (104) = -.04, p = .71. The

reason I did not do any Pearson Correlations coefficient to Work Engagement scale is that it only has one subscale.

The correlations of the Organizational Commitment scales' subscales are shown in table 4.14.

Table 4. 14 Correlations of Organizational Commitment

		"Affective Commitment'' Subscale"	"Continuance Commitment'' Subscale	"Normative Commitment'' Subscale
"Affective Commitment'' Subscale	Pearson Correlation	1	-.105	.523**
	Sig. (2-tailed)		.270	.000
	N	105	105	105
"Continuance Commitment'' Subscale	Pearson Correlation	-.105	1	-.037
	Sig. (2-tailed)	.270		.708
	N	105	105	105
"Normative Commitment'' Subscale	Pearson Correlation	.523**	-.037	1
	Sig. (2-tailed)	.000	.708	
	N	105	105	105

**. Correlation is significant at the 0.01 level (2-tailed).

4.3 Normality Testing

Before beginning, normality was tested in all variables; first organizational commitment scores were assessed. The Shapiro-Wilk test indicated that the scores were normally distributed, $W(184) = .989$, $p = .142$. The second one to examine was Job Crafting; the Shapiro-Wilk test indicated that the scores were not normally distributed, $W (184) = .971$, $p = .001$. As for the last variable, Work Engagement, the Shapiro-Wilk test was indicated, and the scores were also not normally distributed, $W(184) = .962$, $p = .000$. The second stage involved checking the Skewness and Kurtosis values because the test result did not indicate that the data were appropriate for a normal distribution.

According to both the results, values for Kurtosis and Skewness ranged from -2 to +2. This is in the range where it is regarded as an acceptable number for a normal distribution (George & Mallery, 2010). Analyzing the histograms of all three of the tested variables is the third step to verifying normality. The data set was found to be symmetrical for Job Crafting and Organizational Commitment. The final data set of Work Engagement was likewise discovered to be symmetrical, and it may be said that it is slightly left-skewed.

4.4 Linear Regression Outcomes

Work engagement was studied using linear regression analysis to see if it considerably predicted respondents' job crafting. The results of the regression indicated, $F(1, 182) = 69.36$, $p = .00$, $R^2 = .27$, R^2 *adjusted* = .27. The regression coefficient ($\beta = .38$, $p < .001$) indicated that an increase in work engagement corresponds to an increase in job crafting by .38 points.

Furthermore, linear regression analysis was conducted to examine if organizational commitment significantly predicted participants' job crafting. The results of the regression indicated, $F(1, 182) = 17.34$, $p = .00$, $R^2 = .08$, R^2 *adjusted* = .08. The regression coefficient ($\beta = .24$, $p < .001$) revealed that a .24 point rise in job crafting corresponds to a rise in organizational commitment.

4.5 Mediation Analysis

Mediation analysis was performed to reveal a relationship between the predictor variable, which in our case is Organizational Commitment (OC), and the outcome variable, which in this case is Job Crafting (JC). I assume in this analysis model that the effect of the predictor variable OC is mediated through the mediator variable WE.

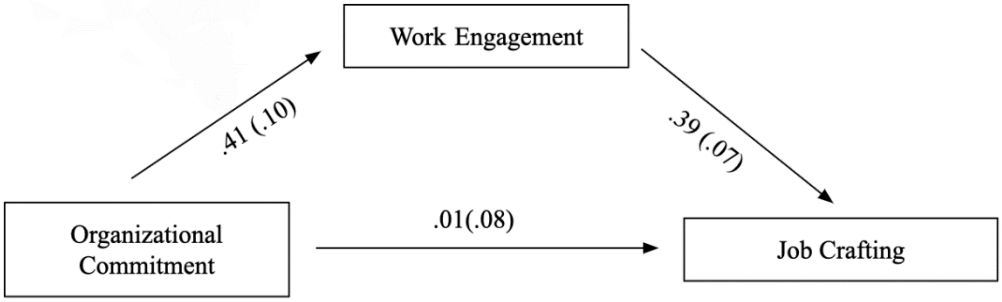
4.5.1 The mediating effect of work engagement between job crafting and organizational commitment

To examine whether work engagement (WE) mediates the relationship between organizational commitment (OC) and job competence (JC), a bootstrapping method was conducted using SPSS Process Macro; it was analyzed with model number 4.

First, the regression analysis results show that OC is a highly positive significant predictor of WE, (b = .41, t(103) = 4.01, p < .001). Secondly, the results show that OC is not a significant predictor of JC, (b = .01, t(102) = .19, p = .847). When looking at the results between the mediator WE predicting JC, it can be stated that it is also positively significant (b = .39, t(102) = 5.13, p < .001).

Based on 5000 bootstrap samples, the indirect effect reveals a substantial indirect association between OC and JC that is mediated by WE, (Indirect = .16, *SE* = .05, 95% CI [.06, .29]). It can be stated that there is a mediation effect because Zero is not included in CI. Work Engagement may strongly influence the connection between OC and JC, which was further investigated using the Sobel test. These findings once more supported the significant mediating role that work engagement played in the link between OC and JC (Z = 3.15, p < .001).

Figure 4.1 Mediating Effect Model

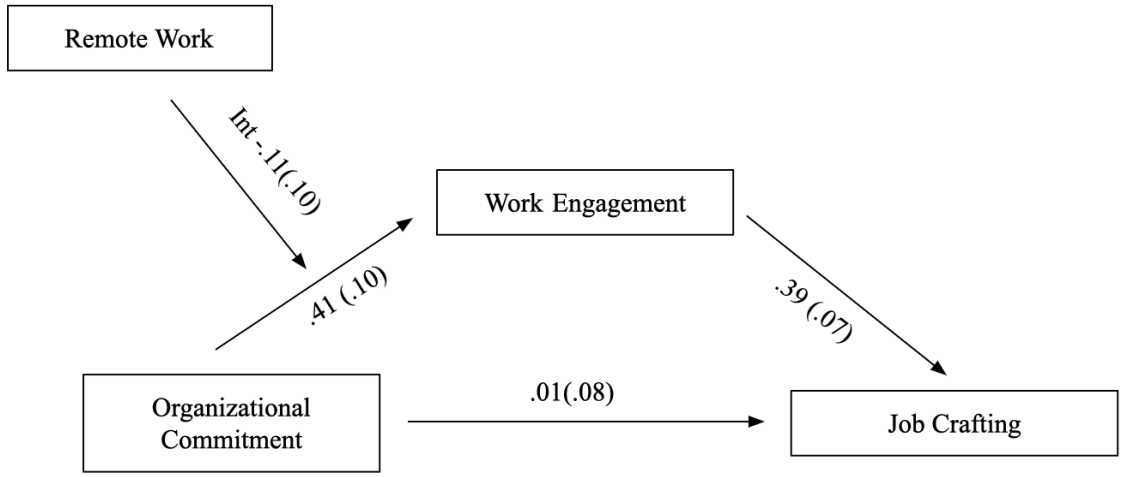


4.5.2 Moderated mediation effect of remote working on the relationship between work engagement and organizational commitment

Moderated mediation test was conducted through SPSS Process Macro to test the influence of remote working style on the mediated relationship between OC and JC. The hypothesized moderated mediation model was analyzed using Process macro model number 7. To understand how much the model explains what JC is, the data looking at the results show that it shows significance, $R^2 = .16$, $p < .001$.

The moderated mediation index did not support the overall moderated mediation concept and was not significant, (Index = -.09, *SE* = .09, 95% CI[-.27, .08]). It can be stated that there is no moderating effect of Remote Working on OC because CI does include zero. Because there is no significant effect reporting the conditional indirect effects of OC on JC is unnecessary. It was revealed that Remote Working had no moderating effect on the interaction of OC and JC, (b = -.11, *SE* = .10, $t(101)$ = -1.08, p = .28). All results from the moderated mediation can be seen in Figure 1888888

Figure 4.2 Moderated Mediation Model



CHAPTER 5

DISCUSSION

5.1 KEY FINDINGS OF THE STUDY

This dissertation's primary goal was to quantify how organizational commitment and work engagement affected job crafting in remote workers. With the factor analysis of the Turkish version of the Job Crafting Scale, it was found that three questions were ineffective and did not have a load for remote workers. When the Turkish translations were analyzed, it is believed that the translations from English were not very accurate, and the answers received from the participants were not interpreted clearly due to the translations. The same can be stated for the Turkish version of the Organizational Commitment Scale. Six of the 18 questions in OCS could not show any load in the factor analysis, so they were removed. Work Engagement Scale was another problematic case in the study. The original version had three subscales, the Turkish version used in remote workers was not found to be loaded, and five questions were eliminated.

The results of the linear regression were examined, which was used to test the first hypothesis if work engagement predicted participants' job crafting. The regression results indicated that it did significantly, and the exact increase from work engagement in remote workers would be a .38 increase in job crafting.

The second hypothesis, if organizational commitment predicted participants' job crafting, was also clarified with the linear regression analysis. These results also showed that it did have a significant effect on job crafting, and the exact increase from organizational commitment in remote workers would be a .24 increase in job crafting. Next, the third hypothesis is whether there is a mediating effect of work engagement on organizational commitment and the outcome variable, which in our case is Job

Crafting. Mediation analysis showed that OC is a highly positive significant predictor of WE and that the mediator WE is predicting JC in a positively significant way. The mediating effect of WE on OC and JC was found significant. Therefore I can confirm this hypothesis. The last results were conducted for the moderating effect of remote working on the relationship between WE and OC. I have not gotten the expected result on this side; it was observed in the outcomes that remote working did not moderate this relationship. At least this was seen in the results of our participants.

5.2 THEORETICAL AND APPLIED CONTRIBUTIONS

The utilization of well-established scales in the literature is a plus for future research. The study demonstrated the reliability and usefulness of OCS, UWES, and JCS with distance workers in the Turkish context. That was important and a first because the Turkish versions of the scales had not been used with remote workers before this study. The Turkish versions were analyzed, and it was considered that the translations from English were not accurate and that the responses obtained from the participants were not interpreted clearly due to the Turkish meanings of the translations. Those with better and more successful translations of the questions were not excluded from the factor analysis, and the significance of the results appeared to be high. As indicated in the literature review chapter, multiple studies on job crafting and work engagement have been undertaken, with the majority of the findings indicating a positive relationship between job crafting and work engagement (Ghitulescu, 2007).

This was also confirmed by our study done with remote workers. Even though many studies show the opposite, the moderator effect was insignificant for remote working on WE and OC. So here, it would be beneficial to do the study with a higher sample size. In addition to these, there are several aspects of contributions to business life that might be given.

Our findings revealed that job-crafting practices among remote workers have a favorable impact on workplace engagement. As previously said, work engagement

improves work performance and lowers turnover rates. As a result, encouraging remote work and job crafting is crucial for professional life. Since the first two hypotheses of this dissertation demonstrated that job crafting will enhance levels of organizational commitment and work engagement, managers who do not often encourage their peers or other employees to demonstrate these behaviors should change this mindset and do the opposite.

5.3 LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

Although the number of participants (N=184) is a recommendable number considering a quantitative study, studies with a larger sample size would be more beneficial. By including more participants, the study's investigation of remote employees' experiences could be more thorough. More information may be evaluated and better comprehended with larger sample size. Especially for factor analysis, at least 200 participants would be required, and if it had fewer than 200 participants, it could be considered poor findings.

A similar age range was shared by all of the participants that were interviewed. Only one participant, 57 years old, is among the five individuals between the ages of 35 and 57. The participants' experiences might have been influenced by their similar ages. Obtaining data from other age groups may have impacted the results since different experiences may have been recorded during interviews.

A further limitation of the research is the educational background of the participants. While nearly all of the respondents were university graduates, just 3.8% were high school graduates. Therefore, it can be said that I have only analyzed remote workers who are university graduates, and this is not what was desired. To better understand the relationship between organizational commitment, work engagement, and job crafting, it would be useful to have a more diverse sample with more varied educational backgrounds to understand the general situation. In terms of the sample,

64.1% consists of women. It would be more beneficial to have a more diverse sample size to understand the challenges better. Also, only 43 of the respondents have children, so analysis of the impact of having children in the household and working from home could not be efficiently investigated with this data.

Suggestions for further studies would be to focus more on the challenges that remote workers are going through to get results on how they can be motivated and how it can be pushed to maintain organizational commitment and job crafting behaviors and activate them. As stated above, working remotely and having children should be analyzed in the context of work engagement and job crafting. This study can be seen as a pioneer in the Turkish context, and it can highlight the path for further studies.

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APPENDICES

Appendix A

Gönüllü Katılım Formu

Sayın Gönüllü,

Tez çalışması kapsamında planlanmış olan çalışmaya katılmak üzere davet edilmiş bulunuyorsunuz. Bu çalışmada yer almayı kabul etmeden önce, çalışmanın ne amaçla yapılmak istendiğini anlamanız ve kararınızı bu bilgilendirme çerçevesinde özgür iradenizle vermeniz gerekmektedir. Lütfen aşağıdaki bilgileri dikkatlice okuyunuz ve sorularınız olursa, sormaktan çekinmeyiniz.

Bu çalışmanın amacı, uzaktan/evden çalışan kişilerde, işe bağlılık ve örgütsel bağlılığın, iş becerikliliği üzerinde etkisi olup olmadığını incelemektir. Çalışmaya katılma koşulu, tam zamanlı bir çalışan olmaktır.

Sizden beklenen, formları eksiksiz ve tamamen sizi yansıtacak şekilde doldurmanızdır. Çalışmaya katılmanız halinde öngörülen herhangi bir risk bulunmamaktadır. Çalışmada kimliğinizi ortaya koyacak herhangi bir bilgi istenmemektedir. Cevaplarınız tarafımızdan kesinlikle gizli tutulacak ve diğer üçüncü kişilerle paylaşılmayacaktır. Veriler sadece bahsi geçen çalışma kapsamında kullanılacaktır. Bu çalışmada yer almak tümüyle sizin isteğinize, gönüllülük esasına dayanmaktadır. Çalışmada yer almayı reddedebilirsiniz ya da başladıktan sonra yarıda bırakabilirsiniz. Bu çalışmanın sonuçları yalnızca bilimsel amaçla kullanılacaktır. Çalışmadan çekilmeniz halinde, sizin cevaplarınız kullanılmayacaktır. Çalışmaya katılmanız durumunda ise, sizden elde edilen tüm bilgiler gizli tutulacak, çalışma yayınlandığında da tüm bilgilerinizin gizliliği korunacaktır.

Bu koşullar altında, çalışma kapsamında elde edilen şahsıma ait bilgilerin bilimsel amaçlarla kullanılmasını, gizlilik kurallarına uymak kaydıyla sunulmasını veya yayınlanmasını, hiçbir baskı ve zorlanma altında kalmaksızın, kendi özgür irademle kabul ettiğimi beyan ederim.

Yukarıdaki çalışmanın amacını ve içeriğini belirten bildiriyi okudum, anladım ve araştırmaya katılmayı kabul ediyorum. Lütfen aşağıdaki boşluğa kendi el yazınızla **"Bu araştırmaya kendi isteğimle katılıyorum."** yazınız.	Iletişim: Kübra Çakır Istanbul Bilgi Üniversitesi
Isim: Soyisim: İmza:	Tarih:

Appendix B

Informed Consent Form

You have been invited to participate in the investigation set up as part of the thesis research. You should be aware of the study's objectives and exercise your own free choice within the parameters of this information before deciding to participate in the study. Please take the time to read the following material carefully, and do not be afraid to ask any questions you could have.

This study aims to determine whether organizational commitment and work engagement have an impact on job crafting in telecommuters. The requirement to take part in the study is that you must work a full-time job.

It is anticipated that you complete the forms thoroughly and accurately represent yourself. There are no known dangers associated with taking part in the trial. No information that could be used to determine your identity is requested for the study. Your responses will not be disclosed to any other parties or kept completely private. The data will serve only the purposes of this study. Participation in this study is entirely optional. You can decline participation in the study or end it after it has begun. The outcomes of this study will solely be applied to the advancement of science. If you take part in the study, all information gathered from you will be kept private, and when the study is released, the privacy of all your information will be maintained.

Following these terms, I thus affirm that I voluntarily, and free from any pressure or coercion, consent to the use of my personal information collected as part of the study for scientific reasons to be presented or published under confidentiality laws.

I have read and understood the above statement about the purpose and content of the study, and I agree to participate in the study. Please write **"I am participating in this study voluntarily"** in your handwriting in the space below.	Contact: Kübra Çakır Istanbul Bilgi University
Name: Date: Surname: Signature:	

Appendix C

Demografik Sorular

1. Yaşınız: _____
2. Cinsiyetiniz: Kadın (x) Erkek (x) Bilgi vermek istemiyorum (x)
3. Eğitim Durumun: Ilkokul (x) Lise (x) Önlisans (x) Lisans (x) Yüksek Lisans (x) Doktora (x)
4. Medeni Durumunuz: Bekar (x) Evli (x) Boşanmış (x)
5. Mesleğiniz Nedir?
6. Hangi Departmanda Çalışıyorsunuz?
7. Çalışma hayatına atıldığınız tarihten başlayarak, toplam kaç yıllık deneyiminiz var?
8. Ne Zamandır Aynı Pozisyonda Çalışıyorsunuz (Yıl Olarak Belirtiniz)?
9. Ekonomik durumunuzu açıklayan en uygun seçeneği hangisidir? Hiç düşünmeden harcama
10. yapabilirim (x) Rahat harcama yapabilirim (x) Sıkılmadan harcama yapabilirim (x) Düşünerek harcama yapabilirim (x) Temel ihtiyaçlarım dışında oldukça zor harcama yapabilirim (x) Temel ihtiyaçlarımı bile zor karşılıyorum (x)
11. Kaç yıldır bu şirkette çalışıyorsunuz?
12. Çocuk Sahibi Olma Durumunuz: Hayır (x) Evet (x)
13. Evet ise, kaç çocuğunuz Var?:_____
14. Evet ise, çoçuk veya çoçuklarınızın yaşları kaç?_____
15. Aynı evin içerisinde kimler ile birlikte yaşıyorsunuz?: Tek (x) Arkadaş (x) Anne-Baba (x) Eş (x) Eş ve çocuk/çocuklar (x)
16. Çocuk (x)
17. Pandemiden öncesi çalışma şekliniz nasıldı? _____

18. Pandemiden önce de uzaktan çalıştıysanız, haftada kaç gün uzaktan çalışıyordunuz? : _____
19. Şu anki çalışma şekliniz nedir?
20. Haftada kaç gün uzaktan çalışıyorsunuz? _____
21. Uzaktan Çalışırken, Ayrı Bir Çalışma Odanız Veya Çalışma Alanınız Var mı? Evet (x) Hayır (x)
22. Ayrı bir çalışma odanız veya alanınız yok ise, kaç kişi ile birlikte aynı oda da çalışıyorsunuz? _____
23. Ayrı Bir Çalışma Masasınız Bulunuyor Mu? Evet (x) Hayır (x)
24. Ergonomik, çalışmak için uygun koltuğunuz bulunuyor mu? Evet (x) Hayır (x)
25. Çalıştığınız organizasyon uzaktan çalışırken ihtiyacınız olan masa, sandalye ve diğer ofis gereçlerini temin etti mi? Evet (x) Hayır (x)
26. Çalıştığınız organizasyon uzaktan çalışırken gerekli internet ve bağlantı maliyetlerinizi karşıladı mı? Evet (x) Hayır (x)
27. Çalıştığınız organizasyon uzaktan çalışma için gereken bilgisayar ve diğer teknolojik araç-gereç ihtiyaçlarınızı karşıladı mı? Evet (x) Hayır (x)

Appendix D

Demographic Questions

1. Age: _____
2. Gender: Female (x) Male (x) I do not want to give information (x)
3. Educational Status: Primary School (x) High School (x) Associate Degree (x)
4. Undergraduate (x) Master's (x) Doctorate (x)
5. Marital Status: Single (x) Married (x) Divorced (x)
6. What is your occupation?
7. In which department do you work?
8. How many years of experience do you have in total, starting from the date you started working life?
9. How long have you worked in the same position (specify in years)?
10. Which is the most appropriate option to describe your economic situation? I can spend money without thinking (x) I can spend comfortably (x) I can spend without getting bored (x) I can spend by thinking (x) I can hardly spend except for my basic needs (x) I hardly even meet my basic needs (x)
11. How many years have you been working in this company?
12. Parenting Status: No (x) Yes (x)
13. If yes, how many children do you have?:_____
14. If yes, how old is your child or children? _____
15. Whom do you live in the same house? Single (x) Friends (x) Parents (x) Spouse (x) Spouse and child/children (x) Child (x)
16. How did you work before the pandemic? _____
17. If you worked remotely before the pandemic, how many days a week were you working remotely? _____
18. What is your current way of working?
19. How many days a week do you work remotely? _____

20. When Working from Home, Do You Have a Separate Study Room/ Study Area? Yes (x) No (x)
21. If No, How Many People Do You Work In The Same Room? _____
22. Do You Have a Separate Work Desk? Yes (x) No (x)
23. Do you have an ergonomic, suitable chair for working? Yes (x) No (x)
24. Has the organization you work for providing you with desks, chairs, and other office equipment you need when working remotely? Yes (x) No (x)
25. Did the organization you work for cover your internet and connectivity costs when working remotely? Yes (x) No (x)
26. Did the organization you worked for meet your computer and other technological equipment needs for teleworking? Yes (x) No (x)

Appendix E

Meyer & Allen Örgütsel Bağlılık Ölçeği

			Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
			1	2	3	4	5
Duygusal Bağlılık	1	Kariyer hayatımın geri kalan kısmını bu kurumda tamamlamaktan mutluluk duyarım					
	2	Bu kurumun karşılaştığı her problemi kendi problemim gibi hissederim.					
	3	Bu kuruma karşı güçlü bir aidiyet duygum yok.					
	4	Kurumuma karşı kendimi duygusal olarak bağlı hissetmiyorum.					
	5	Kurumumda kendimi ailenin bir parçası gibi hissetmiyorum.					
	6	Kurumumun benim için kişisel bir anlamı vardır.					
Devam Bağlılık	7	Şu anda çalıştığım kurumda kalıyor olmamın nedeni istediğim için olduğu kadar gereklilik de olmasıdır.					
	8	İstesem bile şu anda çalıştığım kurumdan ayrılmak benim için zor olurdu.					
	9	Şimdi işimden ayrılmaya karar verirsem, hayatımda pek çok şey alt üst olurdu.					
	10	Bu kurumdan ayrılmayı göze alamayacak kadar az alternatifim olduğunu hissediyorum.					
	11	Eğer bu kuruma kendimden bu kadar çok şey katmamış olsaydım başka bir yerde çalısmayı göz önünde bulundurabilirdim.					
	12	Bu kurumdan ayrılmanın negatif sonuçlarından birisi de uygun alternatiflerin az olmasıdır.					
Normatif Bağlılık	13	Bu kurumda çalışmaya devam etme zorunluluğu hissetmiyorum.					
	14	Ayrılmak benim için avantajlı olsa da şu an kurumumdan ayrılmanın doğru olduğunu düşünmüyorum.					
	15	Eğer şimdi kurumumdan ayrılırsam kendimi suçlu hissederim.					
	16	Bu kurum benim sadakatimi hak ediyor.					
	17	Bu kurumdaki insanlara olan sorumluluklarım nedeniyle şu an işten ayrılmazdım.					
	18	Çalıştığım kuruma çok şey borçluyum.					

Appendix F

Meyer & Allen Organizational Commitment Scale

			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
			1	2	3	4	5
Affective Commitment	1	I would be very happy to spend the rest of my career with this organization.					
	2	I really feel as if this organization's problems are my own.					
	3	I do not feel a strong sense of "belonging" to my organization. (R)					
	4	I do not feel "emotionally attached" to this organization. (R)					
	5	I do not feel like "part of the family" at my organization. (R)					
	6	This organization has a great deal of personal meaning for me.					
Continuance Commitment	7	Right now, staying with my organization is a matter of necessity as much as desire.					
	8	It would be very hard for me to leave my organization right now, even if I wanted to.					
	9	Too much of my life would be disrupted if I decided I wanted to leave my organization now.					
	10	I feel that I have too few options to consider leaving this organization.					
	11	If I had not already put so much of myself into this organization, I might consider working elsewhere.					
	12	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					
Normative Commitment	13	I do not feel any obligation to remain with my current employer. (R)					
	14	Even if it were to my advantage, I do not feel it would be right to leave my organization now.					
	15	I would feel guilty if I left my organization now.					
	16	This organization deserves my loyalty.					
	17	I would not leave my organization right now because I have a sense of obligation to the people in it.					
	18	I owe a great deal to my organization.					

Appendix G

Utrecht İşe Bağlılık Ölçeği

			Hiç Uygun Değil	Uygun Değil	Biraz Uygun	Uygun	Tamamen Uygun
			1	2	3	4	5
İşe Istek Duyma	1	İşimde kendimi enerji dolu hissederim.					
	2	İşimde kendimi güçlü ve dinç hissederim.					
	3	Sabah kalktığımda işe gitmek için istekliyimdir.					
	4	Ara vermeden uzun süre çalışabilirim.					
	5	İşimde kendimi zihinsel olarak oldukça dinç hissederim.					
	6	Çalışırken işler yolunda gitmese bile azimle çalışmaya devam ederim.					
İşe Adanma	7	Yaptığım işi anlamlı ve bir amaca hizmet ediyor buluyorum.					
	8	İşime karşı istekli ve hevesliyim.					
	9	İşim bana çalışma şevki verir.					
	10	Yaptığım işle gurur duyuyorum.					
	11	İşimi ilginç ve özel bulurum.					
İşe Yoğunlaşma	12	Çalışırken zaman su gibi akıp gider.					
	13	Çalışırken etrafımdaki her şeyi unuturum.					
	14	Yoğun bir şekilde çalışırken kendimi mutlu hissederim.					
	15	Çalışırken tamamen işime konsantre olur, dalar giderim.					
	16	Çalışırken kendimi işime kaptırırım.					
	17	Çalışırken bunun hiç bitmemesini isterim.					

Appendix H

Utrecht Work Engagement Scale

			Not at All	Not Really	Undecided	Somewhat	Very Much
			1	2	3	4	5
Vigor Items	1	At my work, I feel bursting with energy					
	2	At my job, I feel strong and vigorous					
	3	When I get up in the morning, I feel like going to work					
	4	I can continue working for very long periods at a time					
	5	At my job, I am very resilient, mentally					
	6	At my work I always persevere, even when things do not go well					
Dedication Items	7	I find the work that I do full of meaning and purpose.					
	8	I am enthusiastic about my job.					
	9	My job inspires me					
	10	I am proud on the work that I do					
	11	To me, my job is challenging					
Absorption Items	12	Time flies when I'm working					
	13	When I am working, I forget everything else around me.					
	14	I feel happy when I am working intensely					
	15	I am immersed in my work					
	16	I get carried away when I'm working.					
	17	It is difficult to detach myself from my job.					

Appendix I

İş Zanaatkarlığı Ölçeği

			Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Tamamen Katılıyorum
			1	2	3	4	5
Yapısal İş Kaynaklarını	1	Yeteneklerimi geliştirmeye çalışırım.					
	2	Kendimi profesyonel olarak geliştirmeye çalışırım.					
	3	İşimde yeni şeyler öğrenmeye çalışırım.					
	4	İşimde kapasitemi tam olarak kullandığımdan eminim.					
	5	İşimi nasıl yapacağıma kendi başıma karar veririm.					
	6	İşim zihinsel olarak yoğun çaba gerektirmemektedir.					
Engelleyici İş Taleplerini Azaltma	7	İşimde çok fazla duygusal yoğunluk yaşamamaya çalışırım.					
	8	İşimde, problemleri ile beni duygusal olarak etkileyecek kişilerle ilişkilerimi minimuma indirmeye çalışırım.					
	9	İşimi, beklentileri gerçekçi olmayan kişilerle iletişimimi en aza indirecek şekilde organize ederim.					
	10	İşimde birçok zor kararı vermek zorunda kalmamaya çaba sarf ederim.					
	11	İşimi, bir kerede çok uzun süre yoğunlaşmam gerekmeyecek biçimde düzenlerim.					
Sosyal İş Kaynaklarını	12	Yöneticimden beni yönlendirmesini talep ederim.					
	13	Yerine getirdiğim işlerden memnun olup olmadığı konusunda yöneticime görüşünü sorarım.					
	14	Yöneticimin bana ilham verecek destekte bulunmasını beklerim.					
	15	Başkalarına iş performansım ile ilgili görüşlerini sorarım.					
	16	Çalışma arkadaşlarımdan işimle ilgili tavsiyelerde bulunmalarını isterim.					
Ilgi Çekici İş Taleplerini Arttırma	17	İlginç bir proje başlayacaksa, projede görev almak için teklifte bulunurum.					
	18	İşimle ilgili yeni gelişmeleri ilk öğrenenlerden ve deneyenlerden biriyimdir.					
	19	İş yerinde yapacak fazla bir şey olmadığında, bunu yeni çalışmaları ve projeleri başlatma şansı olarak görürüm.					
	20	Maaşımda artış sağlamasa bile sürekli olarak fazladan görevler üstlenirim.					
	21	İşimi daha ilgi çekici hale getirmenin yollarını araştırırım.					

Appendix J

Job Crafting Scale

			Totally Disagree	Disagree	Neutral	Agree	Totally Agree
			1	2	3	4	5
Increasing Structural Job	1	I try to develop my capabilities					
	2	I try to develop myself professionally					
	3	I try to learn new things at work					
	4	I make sure that I use my capacities to the fullest					
	5	I decide on my own how I do things					
Decreasing Hindering Job Demands Increasing Social Job	6	I make sure that my work is mentally less intense					
	7	I try to ensure that my work is emotionally less intense					
	8	I manage my work so that I try to minimize contact with people whose problems affect me emotionally					
	9	I organize my work so as to minimize contact with people whose expectations are unrealistic.					
	10	I try to ensure that I do not have to make many difficult decisions at work.					
	11	I organize my work in such a way to make sure that I do not have to concentrate for too long a period at once.					
Increasing Social Job Resources	12	I ask my supervisor to coach me.					
	13	I ask whether my supervisor is satisfied with my work.					
	14	I look to my supervisor for inspiration.					
	15	I ask others for feedback on my job performance.					
	16	I ask colleagues for advice.					
Increasing Challenging Job Demands	17	When an interesting project comes along, I offer myself proactively as project co-worker.					
	18	If there are new developments, I am one of the first to learn about them and try them out.					
	19	When there is not much to do at work, I see it as a chance to start new projects					
	20	I regularly the on extra tasks even though I do not receive extra salary for them.					
	21	I try to make my work more challenging by examining the underlying relationships between aspects of my job.					

ETHICS COMMITTEE APPROVAL

Ethics Board Approval is available in the printed version of this dissertation.