ISTANBUL BILGI UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES
ORGANIZATIONAL PSYCHOLOGY MASTER'S DEGREE PROGRAM

THE FUNCTION OF JOB CRAFTING IN THE INTERACTION OF WORKLOAD AND PERFORMANCE OUTCOMES IN HIGH JOB INSECURITY SETTINGS

PINAR UĞUROĞLU DELİCE
115632018

DR. GERGELY CZUKOR

ISTANBUL
2019

Can "job crafting" buffer strains of job demands on performance outcomes?

Bireysel İş Yapılandırmanın performans sonuçlarında rolü

Pınar Uğuroğlu Delice

115632018

Tez Danışmanı : Dr. Gergely Czukor (İmza) .....

İSTANBUL BİLGİ ..... Üniversitesi

Jüri Üyeleri Doç.Dr.İdil Işık (İmza) .....

İSTANBUL BİLGİ ..... Üniversitesi

Juri Üyesi: Dr. Nevin Kılıç

Fatih Sultan Mehmet ..... Üniversitesi (İmza) .....

Tezin Onaylandığı Tarih : 12.09.2018

Toplam Sayfa Sayısı: 63

Anahtar Kelimeler (Türkçe)

1) Bireysel iş yapılandirma
2) İş yükü
3) Görev performansı
4) Örgütte kalma niyeti
5) Örgütsel vatandaşlık davranışı

Anahtar Kelimeler (İngilizce)

1) Job crafting
2) Job demands
3) Performance outcomes
4) Turnover intentions
5) Organizational citizenship behavior

Abstract

In this research, I tested whether job crafting strategies moderate strains of job demands, defined as workload and job insecurity, on turnover intentions and performance outcomes of finance employees in Istanbul/Turkey. The focus of my research was such sub-set of white collars because finance employees are facing threats of job insecurity with technological advancement and high workloads in their job settings. The research aimed at understanding perceptions of finance employees about their own job security and level of workloads and whether such demands strain performance outcomes in terms of both in-role and extra-role performance and turnover intentions. The participants also completed job crafting survey, shedding light whether such strategies were effectively employed or not. The findings confirmed that job insecurity and workload have positive effect on turnover intention separately while job insecurity by itself diminishes extra-role performance. No significant effect was found in relationship between job demand and in-role performance. On the role of job crafting, it was found that one dimension of job crafting (increasing structural resources) led to increased in-role performance when job insecurity increased, controlling for workload and other dimensions of job crafting. The same dimension of job crafting was also found effective in increasing organizational citizenship behavior, yet, only when perceived job insecurity was low; no significant effect was observed when job insecurity increased. The research contributes to the job crafting literature by proposing role of job crafting strategies as an effective resource to buffer against job demands. Since job crafting was found effective in increasing in-role performance when job insecurity increases, the practical implication of this research is that organizations should encourage their employees to utilize job crafting strategies.

Keywords: Job crafting, job demands, performance outcomes, turnover intentions, organizational citizenship behavior

ÖZET

Bu çalışmada, bireysel iş yapılandırma (BİY) yöntemlerinin bireyin örgütte kalma niyetini, örgütsel vatandaşlık davranışını ve objektif iş performansını ne ölçüde etkilediğini araştırmak amaçlandı. Bu araştırma için Istanbul'da olan finans sektörü beyaz yaka çalışanları ele alındı. Özellikle bu çalışan grubunun seçilmesindeki amaç, finans sektöründeki iş alanlarının teknolojik gelişmelerle tehdit edilmesi ve zorlaşması, ve aynı zamanda bireyden teknolojik alt yapı da kullanılarak belli bir zaman diliminde daha çok iş yapılmasının beklenmesidir. Araştırma, finans sektöründe çalışan bireylerin kendi iş yükü ve iş güvencesi algılarını analiz edip, bu algının hem görev performanslarına hem de örgütsel vatandaşlık davranışı ve örgütte kalma niyetlerine nasıl yansıdığını araştırmayı amaçlamaktadır. Katılımcılara iş yükü, performansları, örgütsel vatandaşlık davranışı ve örgütte kalma niyetlerinin yanısıra bireysel iş yapılandırma stratejileri hakkında sorular yöneltilmiştir. Sonuçlar, iş güvencesi algısının azalmasının ve iş yükünün artmasının bireyin örgütte kalma niyetini olumsuz etkilediğini; az iş güvencesinin ise örgütsel vatandaşlık davranışı üzerinde negatif ve anlamlı bir etkisi bulunduğunu teyit etmiştir. İş yükü ve iş güvencesi algısının görev performansına etkisi ise tespit edilememiştir. İş yükü kontrol edilerek yapılan analizde, BİY stratejilerinden, iş kaynaklarını artırma yönünde olan davranışın, iş güvencesinin az olduğu durumlarda görev performansını olumlu etkilediğini ortaya koymaktadır. Diğer taraftan, aynı strateji kişilerin örgütsel vatandaşlık davranışı üzerinde de olumlu etkide bulunurken, bu etki iş güvencesi azaldığında ise görülmemektedir. Bu araştırma, BİY'nin iş yükü ve performans çıktıları arasındaki ilişkideki etkili aracılık rolüne ışık tutarak yazına katkıda bulunmaktadır. Örgütler açısından ise, çalışanların görev performansı açısından özellikle iş güvencesinin stabil olmadığı ortamlarda, çalışanlarına BİY stratejilerini özendirme tavsiyesi ortaya çıkmıştır.

Anahtar kelimeler: Bireysel iş yapılandırma, iş yükü, görev performansı, örgütte kalma niyeti, örgütsel vatandaşlık davranışı

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ABBREVIATIONS

BİY	Bireysel İş Yapılandırma
COR	Conservation of Resources
DD	Diminishing/Decreasing Hindering Job Demands
ICD	Increasing Challenging Job Demands
ISR	Increasing Structural Job Resources
JD-R	Job Demands and Resources
JSI	Job Security Index
JSS	Job Security Satisfaction
OCB	Organizational Citizenship Behavior
SOCIALR	Increasing Social Job Resources
STD	Standard Deviation
TBB	Turkish Banking Association
TURKSTAT	Turkish Statistics Institute

Introduction

Job crafting has secured research attention since it was first put forward by Wrzesniewski and her colleagues (Wrzesniewski & Dutton, 2001) as an employee-led effort to improve person-job fit. The idea behind "job crafting" is that employer-structured job design can be flexed by the employee through job crafting by changing the physical, relational or cognitive aspects of the job. By employing self-devised job crafting strategies/behaviors, employees can alter how a specific task is done (i.e. altering task boundaries), influence the extent to which they have close or distant relations with colleagues, and change the valence of cognitive meaning attributed to the work (i.e., favorable or unfavorable). My research pillars on the conceptualization of job crafting as a "resource" and tests whether it would be helpful in buffering job strains in work outcomes.

As an employee-initiated strategy, positive effect of job crafting on work engagement was supported by research conducted among Taiwainese hotel employees (Chen, Yen & Tsai, 2014) and among Dutch manufacturing workers (Tims, Bakker & Derks, 2015). Further, research by Ghitulescu (2007) demonstrated that job crafting enhances employees' job satisfaction, commitment levels and individual performance while reducing absenteeism. Petrou, Demerouti & Schaufeli (2015) analyzed job crafting behaviors in the context of organizational change and showed that two subcomponents of job crafting (i.e., seeking resources & seeking challenges) were associated with high task performance and low exhaustion. In a longitudinal study, Vogt, Hakanen, Brauchli, Jenny & Bauer (2015) demonstrated that job crafting has positive outcomes in employee well-being in terms of both psychological health and work engagement.

Although the positive role of job crafting on many work outcomes have been identified, job crafting strategies have been under researched in strain circumstances involving *job insecurity* or *high workload*. Job insecurity is defined as a subjective concept involving the perception or anticipation of an involuntary job loss (Sverke, Hellgren, & Naswall, 2002). Past research demonstrated that job insecurity has a range of adverse outcomes as it is negatively related to job satisfaction (Cheng, & Chan, 2008; De Witte, 1999) and positively related to

turnover intentions (Hellgren et al., 1999; Ameen, Jackson & Strawser, 1995). Further, only few studies explored the role of job crafting in a high job demand environment (i.e., high workload) as an "employee resource" to enhance employees' work engagement (e.g., Hakanen, Seppala, & Peeters, 2017). While job demands can be multi-dimensional such as work-family conflict, emotional labor or work pressure, my research focuses on the role of job crafting when "quantitative workload" (Hakanen, Seppala, & Peeters, 2017) or job requirements of doing too much or too fast runs high.

I intend to explore effectiveness of job crafting among Turkish finance professionals, or more specifically, banking employees. My research focuses on such professionals as with the proliferation of technology coupled with the cost-conscious approach of the bank managements, there has been an increasing trend for the Turkish banks to close down their number of bank branches and cut down number of staff as well creating job insecurity among the employees. According to the Turkish Banking Association statistics (TBB, 2018) total number of bank employees in Turkey has come down by 3.8% between 2014 and 2018 whereas during the same time-frame non-agricultural total employment in the country increased by 13.8% thanks to underlying economic growth (Turkstat, 2018). Even more strikingly, since 2014, number of bank branches came down to 10.505 (as of 09/2018) from 11.223 as of 2014-end, or decreasing by 6.5% in total. According to Peryön's research (2015), employee turnover was 22% in financial services industry as of 1H2015 and with this result, financial services industry was among the top 5 industries that reported the highest personal turnover.

Such conscious downsizing efforts can lead to high job insecurity and increased effort for bank employees to cope with high workload in an uncertain job environment. Anecdotal evidence, supported by official inquiry addressing the Turkish parliamentary commissions in February 2019, indicates that high turnover among bank employees is due to high job demands. As mentioned by Dess & Shaw (2001), based on human capital theory of Strober (1990), human capital determines productivity and voluntary turnover, thus, weakens organizational productivity. The organizational costs associated with voluntary turnover are also various such

as new-hire training, replacement and general administration (Hom & Griffeth, 1995).

Most researchers that focus on employee behavior on Turkish financial services study the role of job demands and mobbing on burnout and/or disengagement. In a study group of 384 banking employees in Istanbul, Gok (2011) has found mobbing behavior prevalent in 32% cases of her study. Yıldırım, Erul, & Kelebek (2014) demonstrated positive relation between burnout and turnover intention in a study conducted among bankers located in Gaziantep. Guner, Cicek & Can (2014) found bankers with more than 10-year job tenure are more prone to burnout. My research is aimed to provide a constructive approach by focusing on job crafting as an employee resource to help employees cope with job demands (i.e, workload and job insecurity) before such high job demands lead to eventual burnout and/or disengagement.

The present research examines the role of job crafting as a moderator of the effects of multiple job demand factors (i.e., workload, technology-imposed workload and job insecurity) on individual level outcome variables (including in-role and extra-role performance and turnover intentions). As suggested by Hakanen, Seppala, & Peeters (2017), analyzing the role of job crafting as a moderator contributes to the literature regarding its effectiveness as a valuable "resource" under stressful working conditions. Incorporating technology-related workload as well as job insecurity as different facets of job demand proliferates job crafting literature. Furthermore, while job crafting has been adopted to Turkish (Akin, Kaya, & Sarıçam, 2014; Yavuz, 2018), the present research is one of the few studies that utilizes the most popular job crafting measure devised by Tims, Bakker, & Derks (2012) and adopted to Turkish by Uysal, Ozcelik, & Uyargil (2018).

1. Literature Review

1.1 Job performance

One key outcome variable in the present study includes job performance. While job performance is a broad concept and has several definitions, Campbell's approach to define job performance is popular (2015). Based on previous studies, Campbell (2015) has defined job performance as behavior or actions conducted by

individual that are in line with the organization's abilities to reach its goals. Job performance can be measured in different ways. According to Cambell (2015), performance is not a single dimension; rather there are various components of performance. Campbell (2015) has identified eight basic factors that influence one's performance and technical performance (or mainly referred as "task performance" in the literature) and initiative performance and effort (i.e. referred in the literature more as "contextual performance" or a component of "organizational citizenship behavior") are the two sub-dimensions of the performance.

Several studies (Weseler & Niessen, 2016; Tims, Bakker, & Derks, 2015) used self-completed surveys that measure both task performance and organizational citizenship behavior (OCB) while some other studies (Dierdorff & Jensen, 2018; Xiaoyu & Frenkel, 2018) relied on supervisor's assessment of an individual's performance. In the present study, in-role performance is measured via self-reported "official" performance scores of the individuals while organizational citizenship behavior is measured separately via survey.

1.2 Organizational Citizenship Behavior

Another aspect of the job performance is organizational citizenship behavior (OCB). Pillared on the work of Katz and Kahn (1966), Bateman and Organ (1983) defined any gestures conducted by employees that are not expected nor categorized within the descriptive definition of the task responsibilities at hand but nonetheless help out the social fabric of the organization as "citizenship" behaviors. OCB can include helping colleagues with a job-related problem; promoting a tolerable work climate and minimizing inefficiencies due to interpersonal conflict; tolerating temporary increase in workload without complaint or preserving and protecting organizational resources.

Organ (1988) conceptualized five dimensions of organizational citizenship behavior such as; i) altruism (i.e. helping the ones in need), ii) conscientiousness (i.e. doing more than what is required/expected), iii) sportsmanship (i.e. having positive attitudes towards work hurdles), iv) courtesy (i.e. kindness to prevent interpersonal conflict), v) civic virtue (i.e. staying involved in the organization

voluntarily). In their research, Bateman and Organ (1983) pointed out that job satisfaction has strong and positive correlation with organizational citizenship behavior. Many studies demonstrated the positive role of OCB on work outcomes such as performance (Lowery & Krilowicz, 1994; Allen & Rush, 1998). Furthermore, previous research has demonstrated that OCB was associated with reduced turnover intentions (Çelik & Çıra, 2013; Nielsen, Bachrach, Sundstrom, & Halfhill, 2012).

1.3 Turnover Intention

The final aspect of job outcome examined in the present research is turnover intentions. Price (1977) defined turnover as the movement of employees across the boundary of organization. Although such movement can be in the form of entering the organization, the literature has mainly focused on voluntary leaves. In a framework model, Price (2001) pointed out "exogenous" variables such as other opportunities in the job environment can increase turnover intention while kinship responsibilities (mainly parenthood) has negative effect on turnover intentions. In terms of "endogenous" variables, satisfaction (& organizational commitment) as well as search behavior and intent lead to turnover intention. Findings by Chang, Wang, and Huang (2013) suggested that meaning of work (or job characteristics) has a significant direct impact on turnover intention. The same study pointed out importance of social resources in determining turnover intention as not only fair and adequate compensation but also favorable social interactions within the organization has negative effect on turnover intention.

1.4 Job Demands

In exploring employee well-being at work, "Job demands-resources (JD-R)" Bakker & Demerouti (2007) provides a comprehensive model influenced by previous frameworks such as "demand-control" model (Karasek et.al, 1998) or "effort-reward imbalance model" (Siegrist, 1996). The "JD-R model" defines and categorizes job demands as physical, psychological, social or organizational facets of the job that necessitate certain efforts conducted by the employee. At the same time, "job resources" are similar facets of the job that are essential and functional

for conducting tasks at hand, while enhancing personal growth, or that may suppress job demands/workload and associated costs (Bakker, & Demerouti, 2007).

Bakker, Demerouti, & Verbeke (2004) has demonstrated that "job demands" (work pressure and emotional demands) are a negative predictor of "in-role performance" through the experience of exhaustion and exhaustion in turn is related to disengagement. Their model could not substantiate the role of job resources as a cushion in between job demands and exhaustion, however. Hence, I predict that high workload would inhibit in-role performance (H1a). Past research (Bolino & Turnley, 2005; Organ & Ryan, 1995) demonstrated that while organizational citizenship behavior contributes to the effective functioning of organizations, on the individual level it also leads to overload. Since OCB may also act as a workload, initiated by the individual himself, when objective workload increases, it may not leave much room for initiative-driven workload, or OCB (H1b). Past research with regards to turnover intentions demonstrated that the relationship between job demands and turnover intention is mediated by emotional exhaustion (burnout) among US IT personnel (Hoonaker, Carayon, & Korunka, 2013).

In today's organizations, an important aspect of job demands is technology-related work overload as employees are expected to quickly embrace new applications, functionalities and workflows (e.g., Ragu-Nathan, Tarafdar, & B. Ragu-Nathan, 2008). In the field of finance, efficient and effective use of information and communication technologies is a requirement. Promise of such dominant use of technology is to ease and improve workloads of the employees. For instance, the benefits of use of communication technology are well documented in the literature via enabling effective communication within organization (Cavazotte, Lemos, & Villadsen, 2014; Rennecker & Godwin, 2005).

Use of communication technology can further impede work outcomes by increasing work disruptions and unscheduled work (Chesley, 2014; Thomas et al., 2006) as communication technology use at work increases unpredictable workloads and leads to accumulation of unscheduled additional tasks (Perlow, 2012; Hoeven, van Zoonen, & Fonner, 2016). Another aspect of technology is stress experienced

by users of the technology in their organizations; hence, "technostress" has also become a research interest. Arnetz & Wilhom (1997) has defined "technostress" as "a state of arousal observed in certain employees who are heavily dependent on their computers in their work". Ragu-Nathan, Tarafdar, & B. Ragu-Nathan (2008) further quantified "technostress" concept by establishing five constructs as technostress creators; i) techno-overload, ii) techno-invasion, iii) techno-complexity, iv) techno-security, v) techno-uncertainty, and four constructs as technostress inhibitors; i) literacy, ii) technical support provision, iii) involvement facilitation, iv) job satisfaction. Their study showed that technostress creators decrease job satisfaction and organizational commitment while technostress inhibitors increase job satisfaction and commitment. Further research (Carlson, D. Carlson, Zivnuska, Harris, & K. Harris, 2017) confirmed the notion that technology-based workload and job monitoring diminish satisfaction and commitment, which in turn affect turnover intent. Based on past research findings, I propose that high workload will increase employee turnover intention (H1c).

Hypotheses 1a-c: Perceptions of high workload will negatively affect in-role performance (H1a) and OCB (H1b) and will positively relate to turnover intention (H1c).

Job Demands-Resources Model and Burnout. While the focus of this research is more on organizational and performance related outcomes of high job demands, one should talk about one important consequence of high job demands such as burnout. The concept of burnout is defined by Maslach (1982) as a sign of emotional exhaustion, depersonalization, and reduced personal accomplishment. According to Demerouti, Bakker, Nachreiner, and Schaufeli (2001), within the framework of JD-R model, high job demands eventually leads to exhaustion and lack of resources paves the way to withdrawal behavior. Burnout is more common in service sector, such as finance, as suggested by the study done by Van den Broeck et al. (2017). Their research, which focused on analyzing validity of JD-R model across sectors, showed that the service sector (defined as IT, financial services and consulting) indeed records high job demands, and employees experience higher levels of burnout and low levels of work engagement in

comparison to other sectors that also register high job demands. In a recent study, Hakanen, Seppala and Peeters (2017) showed that job crafting can indeed buffer negative effects of job demands on burnout in a study conducted among 470 Finnish healthcare professionals.

1.5 Job Insecurity

On job demands, Karasek and Theorell (1990) suggested in their "job demands-control model" that two work dimensions are important for employee well-being: workload demands and decision-latitude. Later research (e.g., De Witte, 1999; Landsbergis, 1998; Hartley et al., 1991) pointed out that job insecurity was an important stressor at the work place. The meta-analysis of Sverke, Hellgren, & Naswall (2002) defined job insecurity as a subjective perception or anticipation of an involuntary job loss. In contrast to being a sudden and one-time incident as job loss itself, job insecurity can be experienced everyday as it involves prolonged uncertainty about the future. With this notion, job insecurity is regarded a stress factor within the job. Probst (2003) stated that job insecurity arises when future existence of one's job is perceived to be at risk. Hence, it is the perception of job security that has an impact on psychological constructs in addition to actual job threat.

According to Sverke, Hellgren, & Naswall (2002), job insecurity has its consequences on four dimensions; namely job attitudes, organizational attitudes, health and work-related behavior. Their research showed that job insecurity was negatively related to job satisfaction, organizational commitment, trust, and job involvement, and was positively related to turnover intention. In addition, job insecurity was negatively related to psychological and physical health. Furthermore, in a separate meta-analysis done by Sverke, Lastad, Hellgren, Richter, & Naswall (2019), the job insecurity was associated with impaired employee performance. For the impact of job insecurity on self-reported job performance, previous studies found significant and moderately correlated association (Rosenblatt, Talmud & Ruvip, 1999; Armstrong-Stassen, 1993). Based on these findings, I postulate that job insecurity would impede job performance (H2a).

In analyzing the relationship between job insecurity and organizational citizenship behavior, the literature is rather inconclusive. Several studies found negative relationship between job insecurity and organizational citizenship behavior (e.g., Cheng & Chan, 2008), other studies that showed positive link (e.g., Feather & Rauter, 2004); some studies have found no significant relationship (e.g., König, Debus, Häusler, Lendenmann, & Kleinmann, 2010). In spite of these findings, a very recent meta-analytic study by Sverke, Låstad, Hellgren, Richter, & Näswall (2019) suggested that job insecurity was negatively associated with contextual performance (i.e., organizational citizenship behavior). Hence, I postulate that job insecurity would reduce organizational citizenship behavior (H2b). With regards to job insecurity and turnover intentions, a plethora of research has found significant positive correlation. Yet, the strength of the relationship varied in the studies (Hellgren, Sverke, & Isaakson, 1999; Ameen, Jackson & Strawser, 1995). I expect the relationship between job insecurity and turnover intentions to be positive (H2c) as well.

Hypotheses 2a-c: Job insecurity will negatively affect in-role performance (H2a) and OCB (H2b) and increase turnover (H2c).

1.6 Job Crafting

As defined by Wrzesniewski & Dutton (2001), job crafting is an employee-initiated proactive effort in order to provide better person-job fit by altering physical, relational and cognitive aspects of the pre-defined work-related tasks. According to Berg, Dutton, & Wrzesniewski (2008), job crafting can be carried out for a while in order to change the way a task is conducted or can have a longer-time frame, altering the very design of the job itself without implicit or explicit direction or approval of the supervisor/organization. Hence, job crafting may not necessarily benefit the organization. Yet, since it fosters adoptability of the employees in responding to changing business conditions, it can as well pave the way to organizational agility. Job crafting can be done to enhance person-job fit or as a means of dealing with challenging job demands in order to restore well-being.

Measuring job crafting. Since its conceptualization by Wrzesniewski, & Dutton (2001), researchers have developed instruments to measure job crafting

efforts in order to pave way to quantitative research efforts together with qualitative or case-based exploration of the topic. Perhaps the most commonly used job crafting scale in the literature belongs to Tims, Bakker, & Derks (2012). Tims & Bakker (2010) grouped job crafting efforts as a means to; i) increase job resources (such as personal development or career advancement), ii) increase level of job demands (such as high task complexity), iii) decrease job demands (such as decreasing role ambiguity and job security). Tims, Bakker, & Derks (2012) has further built on this framework of job crafting by conceptualizing its four dimensions, including; i) "increasing structural job resources" (e.g. "I try to develop my capabilities"), ii) "increasing social job resources" (eg. "I ask my supervisor to coach me"), iii) "increasing challenging job demands" (e.g. "when an interesting project comes along, I offer myself proactively as a project co-worker"), iv) "decreasing hindering job demands" (e.g., "I try to ensure that I do not have to make many difficult decisions at work").

The job crafting dimensions proposed by Tims, Bakker, & Derks (2012) are tied to various aspects of the job at hand within the JD-R model. The job crafting scale suggested by Tims, Bakker, & Derks (2012) purposefully excludes cognitive aspect of job crafting which were originally included by Wrzesniewski and Dutton (2001) because the JD-R framework focuses on actual behavioral changes of employees in order to modify original job design.

Antecedents of Job Crafting. While literature including this research focuses on effects of job crafting, there are also a few studies that explore predictors of job crafting behavior. Wrzesniewski and Dutton (2001) suggested job-related measures such as job discretion and task interdependence as potential predictors of job crafting behavior. Tims and Bakker (2010) identified personality-related factors such as proactive personality, self-efficacy, and self-regulation as predictors of job crafting. Niessen, Weseler and Kostova (2016) found that other personal factors such as need for positive self-image and work experience predicted job crafting. The research conducted by Kim, Im and Qu (2018) suggested that autonomy and creative self-efficacy positively influenced task, relational and cognitive aspects of job crafting. Kooij, Tims, and Akkermans (2017) showed that

future time perspective (FTP) can also be an antecedent of job crafting. Their research showed that employees that have open-ended future time perspective focus on long-term goals and hence have higher motivations to embark on increasing resource and challenge enhancing aspects of job crafting. Hence, in summary, the antecedents of job crafting can be related to the specifics of the task at hand (such as task autonomy), or organizational factors (such as organizational support or leadership style), or on the individual level (such as self-efficacy or personality factors).

Job crafting among Turkish employees. There are several studies in the literature that explored job crafting in Turkish work environments. Kerse (2019) defined job crafting as "İş Becerikliliği" and analyzed whether job crafting has a positive and significant effect on job satisfaction in his research conducted among 198 manufacturing employees in Turkey. He found positive and significant effect of one dimension of job crafting, ie. increasing structural resources, on job satisfaction. Yavuz (2018) in her doctoral dissertation adopted job crafting scale to Turkish utilizing a sample of 688 Turkish employees and named the concept as "İş Zanaatkarlığı". She also analyzed effect of job crafting on organizational outcomes, such as organizational citizenship, intention to stay and task performance through moderating role of perceived external prestige and organizational support. Her study found positive effect of job crafting on organizational citizenship behavior and task performance and a negative effect on intention to stay. Mamak (2018) explored mediating effect of job crafting on proactive personality and task performance; and proactive personality and affective commitment using a sample of 225 people in Ankara who are mainly academicians and educators. His research showed full mediation role of one dimension of job crafting, ie. increasing structural job resources in relationship between proactive personality and affective commitment. Uysal, Ozcelik, and Uyargil (2018) adopted Tims et. al (2012) job crafting scale (2012) to Turkish under the name of "Bireysel İş Yapılandırma" and investigated the dimensions of job crafting on work engagement and psychological capital. Their researched confirmed significant and positive effect of all job crafting

dimensions, except for increasing social resources, on work engagement and psychological capital.

Job performance and job crafting. Bakker, Tims, & Derks (2012) suggested that job crafting (specifically seeking resources & challenges) has indirect impact on task performance via work engagement. In a three-wave study, Tims, Bakker, & Derks (2015) pointed out that individuals' intention for job crafting and their work engagement predicted actual job crafting behavior and such job crafting behavior has led to higher levels of work engagement over the course of one month. Dierdorff and Jensen (2018) found evidence on curvilinearity of job crafting on job proficiency and citizenship behavior. Their research showed a U-shaped relationship such that moderate levels of crafting leads to dysfunctional results for performance effectiveness while higher levels of job crafting prove to be functional. In that respect, I expect individuals that score high on job crafting behavior to perform better on task performance (H3a).

Organizational citizenship behavior and job crafting. Past research indicates that job crafting and OCB are positively related. Demerouti, Bakker, & Gevers (2015) showed that particularly one dimension of job crafting, i.e. seeking resources, facilitates extra-role performance (i.e., contextual performance and creativity). Chen, Yen, & Tsai (2014) has found direct relationship between job crafting and organizational citizenship behavior. Such direction of relationship was also supported by the research conducted by Vogel, Rodell, & Lynch (2016) when they explored whether job crafting could mitigate adverse effects of value incongruence on job performance. I expect individuals that score high on job crafting behavior to perform better on organizational citizenship as well (H3b).

Turnover intention and job crafting. Past research is inconclusive regarding the relationship between turnover intentions and job crafting. Leana, Appelbaum and Shevchuk (2009) found no significant relationship between crafting behaviors conducted individually or collectively with turnover intention. Ghitulescu (2007), however, demonstrated that job crafting increases job satisfaction and commitment – these outcomes have been shown in past research to reduce turnover intention. Job crafting, proactive personality and meaningful work

significantly predicted employee engagement and turnover intention in South African financial services industry (Vermooten, Boonzier, & Kidd, 2019). The findings of meta-analysis done by Cort, Rudolph, Katz, Lavigne and Zacher (2017) suggested that job crafting itself was not significantly related to turnover intentions. Yet, the same research also stated that resource-enhancing dimensions of job crafting, i.e. increasing structural resources and increasing challenging job demands, were negatively related to turnover intention. Since, the view taken in this research is that job crafting can effectively function as a resource that buffers job demands, I expect the individuals who score high on job crafting would have lower turnover intentions (H3c).

Hypotheses 3a-c: Job crafting will positively affect in-role performance (H3a) and OCB (H3b) and decrease turnover intentions (H3c).

1.7 Job Crafting as Moderator

Job Crafting as a moderator of the effects of workload. Within the job demands-resources model of Bakker and Demerouti (2006) "job resources" are defined as physical, psychological, social or organizational facets of the job that may suppress job demands/workload and associated costs (Bakker & Demerouti, 2006). Based on this theoretical framework, Hakanen, Seppala & Peeters (2017) proposed job crafting as a "job resource" as certain aspects of crafting, such as increasing structural and social resources, are enhance one's resources. Their study demonstrated the moderating role of job crafting in buffering the negative effects of job demands on burnout. With regards to the relationship between job crafting and new technology implementation, employees were found to actively engage in job crafting behaviors not only to increase resources or hinder demands but also create new areas of individual autonomy in dealing with stress-inducing situations at work (Blazejewski & Walker, 2017). Based on these findings, I predict that job crafting, particularly increasing resources, will moderate the effect of workload on the outcome variables: when job crafting is low, workload will have an adverse impact, when job crafting is high, I predict that such effects of workload will diminish.

Hypotheses 5a-c: Job crafting (particularly increasing resources) will moderate strains of workload on in-role performance (H5a), OCB (H5b) and turnover intentions (H5c). When job crafting is low, the outcomes will be adversely affected by workload; when job crafting is high, such unfavorable effects of workload will be mitigated.

Job crafting as a moderator of job insecurity effects. According to Berg, Wrzesniewski, and Dutton (2010), perceived problems or constraints in the workplace, such as job insecurity, can lead employees to take greater steps towards job crafting. This is mostly because of resource enhancing aspect of the job crafting as also suggested by Petrou, Demerouti, Peeters, Schaufeli, & Hetland (2012). Petrou, Demerouti, & Schaufeli (2015) showed that during organizational change, resource-seeking aspect of job crafting enhanced performance whereas challenge-seeking aspect of job crafting found beneficial for employee well-being in a study done by Tims, Bakker, & Derks (2013). According to Chang-qin, Wang, Lu, Du, & Bakker (2014), there is a positive relationship between work engagement and one component of job crafting (relational crafting or increasing social resources) and this relationship is strengthened under conditions of high (vs. low) job insecurity. Since there has not been consensus across researches on strength of the correlation between job insecurity and turnover intention as well as self-rated performance measures, there may well be moderators that govern such relationships. In the present research, my aim is to test whether job crafting can be one of those moderators. In other words, I predict that job crafting will moderate adverse impact of job insecurity on in-role performance (H4a), organizational citizenship behavior (H4b) and diminish turnover intentions (H4c).

Hypotheses 4a-c: Job crafting will moderate adverse impact of job insecurity on in-role performance (H4a), OCB (H4b) and turnover intentions (H4c).When job crafting is low, insecurity will be negatively associated with performance and OCB and positively with turnover intention. When job crafting is high, the negative effect of insecurity on these outcomes will diminish.

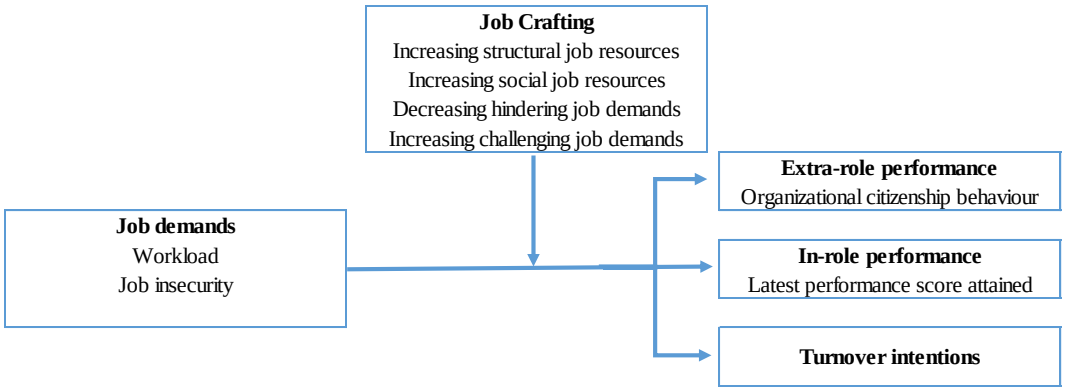
2. Methodology

2.1 Research Design & Procedures

The data was collected using Qualtrics on-line survey. Survey links were sent anonymously to 194 participants, working at various banks and financial institutions in Istanbul/Turkey, using convenience sampling. Links were not traceable and only demographic information gathered was via participants' themselves answering questions on demographic data. In total 152 participants completed on-line survey. The participants were asked first to give their consent in participating the research and were reassured that no specific information regarding their current organization/institution would be asked. There were five different questionnaires (or in total 57 questions excluding the ones asking for demographic information) that needed to be fulfilled by the participants (Appendix D).

Figure 2.1

Research design with two IVs, three DVs and job crafting dimensions as the moderators



2.2 Participants

While data was collected from varying financial institutions, majority of the participants (or 78%) reported that they work in either a retail bank branch or headquarters of a retail bank. The rest, or 34 of respondents, stated that they work in a non-bank financial institution. Sixty-two and a half percent (n= 95) of the participants were reported as females. Such gender imbalance is somewhat high as

compared to the general population of Turkish banking sector employees, of which 51% were females according to Turkish Banking Association data (TBB, 2019). Thirty-four percent of the respondents had less than five-year tenure at their current job while 35.5% of the respondents had more than 20 years of job experience in total.

Table 2.1

Demographics (N=152)

		Percentage	N
Gender			
	Female	62.5%	95
	Male	37.5%	57
Total job experience (in years)			
	0-5	11%	17
	5-10	15%	23
	10-15	22%	33
	15-20	16%	25
	>20	36%	54
Tenure in current job (in years)			
	0-5	34%	52
	5-10	24%	37
	10-15	14%	21
	15-20	9%	14
	>20	18%	28
Job Location			
	Bank Branch	37%	56
	Bank Headquarters	41%	62
	Non-bank financial institution	22%	34

2.3 Measures (Turkish and English versions of measures are provided in Appendix A)

Job demands. The first part of the survey (or 12 questions in total) asked about workload and perceived job security of the participants. Bakker, Demerouti, and Verbeke (2004)'s research measured job demands on performance within JD-R model and their job demands aspect included workload, emotional demands and work-home conflict.

In the present research, three different measures were used as constituents of job demands: workload, techno-stress and job insecurity. For workload, psychological demands aspect of the Karasek's (1985) job content instrument was used. The Turkish version of the scale's construct validity has been supported (Demiral et al., 2005). Five items assessed workload on a 4-point scale. The reliability of these five items was rather low (α = .59). When deleting two low correlated items, which focused on time pressure and conflicting tasks, reliability increased (α = .66). For the technology related workload component, the scale originally devised by Tarafdar, Ragu-Nathan, and T.S. Ragu-Nathan (2007) and shortened by Alam (2015) is used. The Turkish version is provided by Turen, Erdem, & Kalkin (2015). There were five questions in assessing technology related workload component measured on 4-point scale. The reliability was high (α = .84). When three measures of general workload and five measures of techno-related workload measure (or in total 8 items) was combined to achieve a more insightful workload assessment, the reliability of this combined measure was found to be satisfactory (α = .78).

Thus, the composite measure was used in order to capture the extent to which employees deal with rapidly changing financial technology in addition to intensity of their daily tasks. A similar composite measure combining different measures of job demands was used by Hakanen, Seppala, & Peeters (2017) when investigating sources of strains among Finnish dentists.

Job insecurity, the additional component of job demands, was assessed with two measures developed by Probst (2003). The first component was the "Job Security Index (JSI)", which was designed to measure subjective assessment of an individual about the future of his/her job (e.g. "*What is your future employment status in this organization?").* The second component was the "Job Security Satisfaction Scale (JSS)" which measured satisfaction with the current assessment of an individual's perceived job security (e.g. "*How would you define your current job security?*"). Probst (2003)'s original scale included 18 statements that measure job security index that vary from "*insecure*" to "*secure*" and 20 statements that measure job security satisfaction that vary from "*troubling*" to "*never been more*

secure". In Turkish version developed by Onder & Wasti (2002), number of statements were truncated to six items with three statements having positive connotations and three having negative connotations. In order to eliminate confusing statements, in this research, statements were further shortened to four. As implied and intended by the original scale of Probst (2003), on Job Security Index that assesses future employment potential in the current organization, the statements ranked from 1 to 4 with lowest score suggesting the most insecure future employment (such as *"difficult to predict")* to most secure *("full job-guarantee"*). Likewise, on Job Security Satisfaction Index that measures satisfaction with the current assessment of an individual's perceived job security, the statements ranked from 1 to 4 with lowest score suggesting low job security satisfaction (such as *"unacceptably low")* to most secure *("excellent amount of job security"*). The correlation between two measures of job insecurity scale was significant (r = .55).

Job crafting scale. Job crafting was measured by Uysal, Ozcelik, & Uyargil's Turkish language measure ("Bireysel İş Yapılandırma", 2018), which was developed based on Tims, Bakker, and Derks' job crafting measure (2012). The participants were asked to respond to 21 statements on a 6-point Likert scale (from 1 = "Never" to 6 = "Always"). There were four subscales of the job crafting measure, including; i) increasing structural job resources (α = .75), ii) increasing social resources (α = .80), iii) decreasing hindering job demands (α = .50), iv) increasing challenging job demands (α = .78).

Organizational citizenship behavior (OCB). OCB was measured by Basim and Sesen' Turkish language measure (2015) developed based on two different English language scales (Vey & Campbell, 2004; Williams & Shiaw, 1999). There were 18 items and 5 subscales that measured organizational citizenship behavior. These subscales were; i) altruism (α = .78), ii) conscientiousness (α = .66), iii) sportsmanship (α = .86), iv) courtesy (α = .79) and v) civic virtue (α = .76). The participants were asked to state their opinion on these 18 different statements on a 5-point Likert scale (from 1 = "Strongly Disagree" to 5 = "Strongly Agree").

Turnover intention. The Turkish measure "Örgütsel Bağlılık Ölçeği" developed by Tak and Ciftcioglu (2009) was used. There were five questions asking for the respondent's intention to leave their current job; two of them were reverse coded. The questions were answered on a 4-point Likert scale (from 1 = "Strongly Disagree" to 4 = "Agree"). The turnover intention scale was found reliable (α = .85). High scores on this measure indicated that participants intended to leave their work.

In-role performance measure. For in-role performance measure, the survey asked the respondents to self-report their latest performance score that was assessed within their own organization. The participants were asked to state their latest performance score using a 5-point Likert scale (from 1= "Well-below the Expectation (Average)" to 5 = "Well-above the Expectation (Average)"). Mean score in the sample was 3.72 and mode was 4.

Table 2.2

Summary of scales including minimum and maximum scores

	No of questions	Likert scale	Min	Max	Mean	Mode
Job Demands	12					
Combined workload	10		1.30	4.00	2.70	2.60
Quantitative workload	5	1- 4	1.00	4.00	3.50	3.67
Technology related workload	5	1- 4	1.00	4.00	2.44	2.20
Job insecurity	2	1- 4	1.00	4.00	2.53	2.00
Job Crafting	21					
Increasing structural resources	5	1- 6	1.00	6.00	4.82	4.60
Decreasing hindering demands	6	1- 6	1.00	6.00	4.41	4.50
Increasing social resources	5	1- 6	1.00	6.00	3.72	3.60
Increasing challenging demands	5	1- 6	1.00	6.00	4.37	4.60
Organizational Citizenship Behavior	18	1- 5	1.00	4.89	3.78	3.94
Turnover Intentions	5	1- 4	1.00	4.00	2.21	1.60
Performance Score	1	1- 5	2.00	5.00	3.72	4.00

3. Statistical Analysis

Data analysis was conducted via using IBM SPSS 22 and IBM SPSS Amos 24 softwares. There were two measures that include subcomponents, ie. job crafting and organizational citizenship behavior. Hence, confirmatory factor analysis was conducted to confirm scale loadings for both of these constructs.

3.1 Confirmatory factor analysis for job crafting

For job crafting measure, confirmatory factor analysis was utilized in order to test whether the data confirmed the four sub-dimensions of the scale, ie. increasing structural job resources, increasing social job resources, increasing challenging job demands and decreasing hindering job demands. Within the "decreasing hindering job demands scale" there were 6 items, yet 4 items indicated poor loadings in between items (i.e. "I make sure that my work is mentally less intense", "I try to ensure that my work is emotionally less intense", "I try to ensure that I do not have to make many difficult decisions at work", "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"). As suggested by its lower Cronbach alpha, factor loadings were found satisfactory only in two items of the diminishing demands subscale, hence, the above mentioned four other items were excluded for scale construction. After eliminating these low loadings, the model fit was found satisfactory ($\chi^2 = 197.2$, $p < 0.001$, $df = 113$, $\chi^2/df = 1.745$). While Chi-square was high, this indicator is largely affected by sample size (Simsek, 2007). When accounting for sample size, χ^2/df is not higher than acceptable threshold of 2 (Simsek, 2007). RMSEA was also found to be satisfactory at .07 or not higher than the acceptable level of .08 (Munro, 2005). (Appendix A).

Table 3.1

Fit indicators of confirmatory factor analysis for job crafting scales

	Full model	Reduced model
χ^2	341.5*	197.2*
df	183	113
χ^2/df	1.866	1.745
RMSEA	0.08	0.07

* $p<0.0001$

3.2 Confirmatory factor analysis for Organizational Citizenship Behavior subscales

Confirmatory factor analysis was utilized in order to test whether the data confirmed five sub-dimensions of scale, namely altruism, conscientiousness, sportsmanship, courtesy and civic virtue. The model fit with five subscales was found satisfactory ($\chi^2 = 248.2$, $p < 0.001$, $df = 130$, $\chi^2/df = 1.909$). While Chi-square was high, this indicator is largely affected by sample size. When accounting for sample size, χ^2/df is not higher than acceptable threshold of 2 (Simsek, 2007). RMSEA was also found to be satisfactory at .078 or not higher than the acceptable level of .08 (Munro, 2005). (Appendix B). In order to test whether using five subscales as suggested by the previous research has better goodness of fit, confirmatory factor analysis was run with two subscales, grouping altruism and conscientiousness subscales as "individual OCB" and remaining three subscales as factors of "organizational subscale" as defined by Anderson and Williams (1991). Furthermore, the model was tested as one scale. The results confirmed that five subscale structure of OCB delivered better results in terms of fit indices. Overall, the organizational citizenship behavior scale was found highly reliable ($\alpha = .91$). (Appendix B).

Table 3.2

Fit indicators of confirmatory factor analysis for OCB scales

	Model (5-dimension)	Model (2-dimension)	Model (1-dimension)
χ^2	248.74*	351.55*	377.67*
df	130	137	135
χ^2/df	1.91	2.57	2.79
RMSEA	0.078	0.102	0.109

*p <0.0001

4. Results

Means, standard deviations, correlations and reliabilities (Cronbach alphas) are displayed in Table 4.1. There was a positive and significant correlation between two predictors of the model, i.e., workload and job insecurity. In terms of workload (IV1) and DV relationships, in contrast with prior expectations, no significant correlation was found between workload and in-role performance and between

workload and turnover intention. Yet, again in contrast with my postulation, workload and organizational citizenship behavior had a positive and significant correlation. In terms of job insecurity (IV2) and DV relationships, only significant correlation was found between job insecurity and turnover intentions and such positive relationship is in-line with prior expectations. In between job crafting dimensions and in-role performance, only “increasing challenging job demands” aspect of job crafting had a significant (and positive) correlation with in-role performance. As expected, all subscales of job crafting (i.e. increasing structural resources, increasing social resources, decreasing hindering job demands and increasing challenging job demands) had significant and positive correlation with organizational citizenship behavior. No significant correlation was found between dimensions of job crafting and turnover intentions.

Table 4.1

Means,Std. Deviations, Cronbach's Alphas (diagonal in parantheses), and Correlations between the study variables (N=152)

Variable	M	SD	1	2	3	4	5	6	7	8	9
1. Workload	2.70	0.46	(.78)								
2. Job insecurity	2.53	0.71	.21*	(.55)							
3. Increasing structural resources	4.82	0.67	.14	-.17*	(.75)						
4. Increasing social resources	3.72	1.03	.27**	-.05	.29**	(.80)					
5. Decreasing hindering job demands	4.41	1.08	.16*	-.15	.32**	.22**	(.72)				
6. Increasing challenging job demands	4.37	0.84	.16	-.14	.57**	.40**	.36**	(.78)			
7. Organizational citizenship behaviour	3.78	0.56	.18*	-.11	.46**	.17*	.33**	.47**	(.91)		
8. In-role performance	3.72	0.74	-.11	-.16	.11	.01	.12	.19*	.06	-	
9. Turnover intentions	2.21	0.76	.09	.37*	-.16	-.08	-.07	-.10	-.27**	-.04	(.85)

* correlation significant at the 0.05 level

** correlation significant at the 0.01 level

To test whether the outcome variables were differently affected by the predictors, MANOVA was performed with workload and job insecurity as predictor and four subscales of job crafting; increasing structural resources (ISR), increasing social resources (SOCIALR), increasing challenging job demands (ICD) and decreasing hindering job demands (DD) as moderators predicting turnover intention, performance, and OCB as outcome variables. Table 4.2 shows that the outcome variables were differently affected by the main effects of insecurity and workload, and the interactions between workload and insecurity; and insecurity and ISR. These effects are in contrast with the hypotheses proposing that the outcome variables would be similarly affected by the predictors. Table 4.3 shows the unstandardized beta values for the main effects and two–way interaction effects including SE.

Table 4.2

Results of significance of variables and the interactions

	Pillai's Trace	Wilks' Lambda	Hotelling's Trace	Roy's Largest Root	Hypothesis df	Error df	Partial Eta Squared	Noncent. Parameter	Observed Power[c]
Insecurity	.14**	.86**	.163**	.163**	3.0	134.0	.14	21.86	.98
Workload	.10**	.90**	.11**	.11**	3.0	134.0	.10	14.15	.89
Increasing structural resources (ISR)	.04	.96	.04	.04	3.0	134.0	.04	5.37	.46
Increasing social resources (SOCIALR)	.02	.98	.02	.02	3.0	134.0	.02	2.25	.21
Increasing challenging demands (ICD)	.02	.98	.02	.02	3.0	134.0	.02	3.00	.27
Diminishing hindering demands (DD)	.00	1.00	.00	.00	3.0	134.0	.00	.45	.08
Workload*ISR	.03	.97	.03	.03	3.0	134.0	.03	3.96	.35
Workload*SOCIALR	.03	.97	.03	.03	3.0	134.0	.03	3.94	.34
Workload*ICD	.03	.97	.03	.03	3.0	134.0	.03	3.65	.32
Workload*DD	.00	1.00	.00	.00	3.0	134.0	.00	.48	.08
Workload*Insecurity	.06*	.94*	.07*	.07*	3.0	134.0	.06	9.12	.70
Insecurity*ISR	.09**	.91**	.10**	.10**	3.0	134.0	.09	13.05	.86
Insecurity*SOCIALR	.03	.97	.03	.03	3.0	134.0	.02	2.74	.25
Insecurity*ICD	.02	.98	.02	.02	3.0	134.0	.02	2.57	.23
Insecurity*DD	.01	.99	.01	.01	3.0	134.0	.01	1.38	.14

*Significant at the 0.05 level

**Significant at the 0.01 level

Table 4.3

MANOVA predicting In-role performance, OCB and turnover intention

	In-role performance		Organizational Citizenship Behavior		Turnover Intention	
Predictors	B	SE	B	SE	B	SE
Insecurity	1.36	.83	-1.87**	.53	2.68 **	.81
Workload	1.51	1.21	-1.36	.77	4.06**	1.19
Increasing structural resources (ISR)	1.70*	.79	-.17	.50	.71	.78
Increasing social resources (SOCIALR)	-.13	.46	-.42	.29	-.02	.45
Increasing challenging demands (ICD)	-.15	.70	-.27	.45	1.19	.69
Diminishing hindering demands (DD)	-.02	.34	.14	.22	.03	.34
Workload*ISR	-.33	.25	-.14	.16	-.25	.24
Workload*SocialR	-.13	.15	.17	.10	-.05	.15
Workload*ICD	.26	.24	.19	.16	-.31	.24
Workload*DD	-.08	.13	-.03	.08	.02	.13
Workload*Insecurity	-.16	.21	.27*	.13	-.50*	.20
ISR*Insecurity	-.30*	.15	.29**	.10	-.09	.15
SOCIALR*Insecurity	.15	.10	-.03	.06	.05	.10
ICD*Insecurity	-.13	.13	-.04	.08	-.13	.13
DD*Insecurity	.10	.09	.00	.06	-.03	.09

* Significant at the 0.05 level

** Significant at the 0.01 level

4.1 Main effects

For in-role performance, the main effects of workload and insecurity were not significant; hypothesis 1a and 2a were not supported. The main effect of one component of job crafting (i.e. increasing structural resources) on in-role performance was significant, confirming hypothesis 3a. The other components were not significant. For extra-role performance (organizational citizenship behavior), the main effect of workload was not significant; hypothesis 1b was not supported. The main effect of job insecurity was significant and negative; hypothesis 2b was confirmed. The job crafting dimensions had no significant impact on OCB; hypothesis 3b was not supported. In terms of turnover intentions, the main effects of both workload and job insecurity on turnover intention were significant and positive, confirming hypothesis 1c and 2c. Job crafting sub-dimensions did not have a significant impact on turnover; hypothesis 3c was not supported.

4.2 Interaction effects

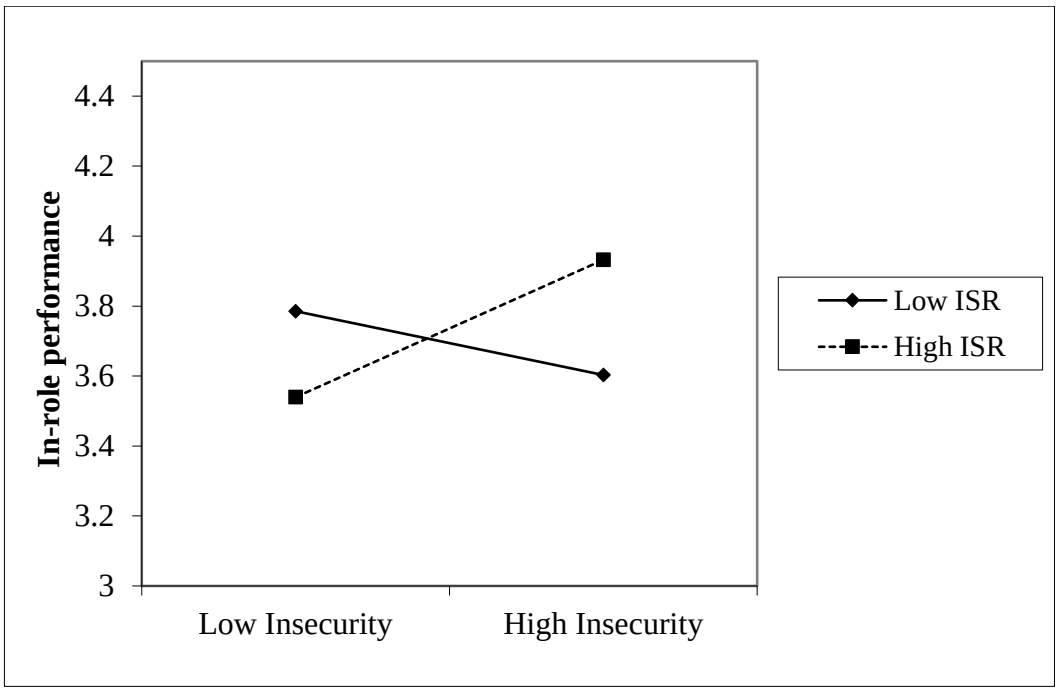
The interaction between increasing structural resources (ISR) and insecurity on in-role performance and OCB was significant. None of the components of job crafting and insecurity on turnover intention had a significant interaction effect, lending no support for hypothesis 4c. The interaction effect of job crafting and workload was not significant on any of the performance outcomes, thus, rejecting hypotheses 5a, 5b and 5c. The interaction between job insecurity and workload had a positive and significant effect on turnover intention.

To further test the moderation effects of ISR in the relationship between job insecurity and in-role performance, moderated regression analysis was conducted using increasing structural resources (ISR) as moderator, job insecurity as predictor and in-role performance as outcome variable. The interaction term was computed by multiplying the centered values of the predictor and moderator. In the first step, the predictor (i.e., job insecurity) and moderator (i.e., increasing structural resources) were entered; in the second step the two-way interaction term of insecurity and ISR was entered the model. In contrast to the results of the MANOVA, the interaction between insecurity and ISR on in-role performance was

not significant (β =.17, t=1.65, p >0.05). An analysis of residuals indicated that residuals were correlated and did not follow a normal distribution. A further moderated regression analysis was performed controlling for the main effects of workload, the main effect of the remaining dimensions of job crafting and the interaction between workload and ISR. In this model the residuals following the regression showed a normal distribution and the interaction between insecurity and ISR was significant (β= .30, t=2.49, p<.05) and had a significant increase on explained variance, R^2change=.065, F (2, 143) =3.25, p<.05. Simple slope analysis suggested that individuals, who score high on ISR dimension of job crafting, demonstrate higher in-role performance in high insecurity settings, β= .37, t=2.66, p<.01. Yet, there was no significant change in in-role performance of low ISR individuals when job insecurity changes, β= -.23, t=-1.45, p>.05. This finding confirmed hypothesis 4a that job crafting moderated negative impact of job insecurity on in-role performance.

Figure 4.1

In-role performance increases in individuals that score high in ISR when job insecurity increases.

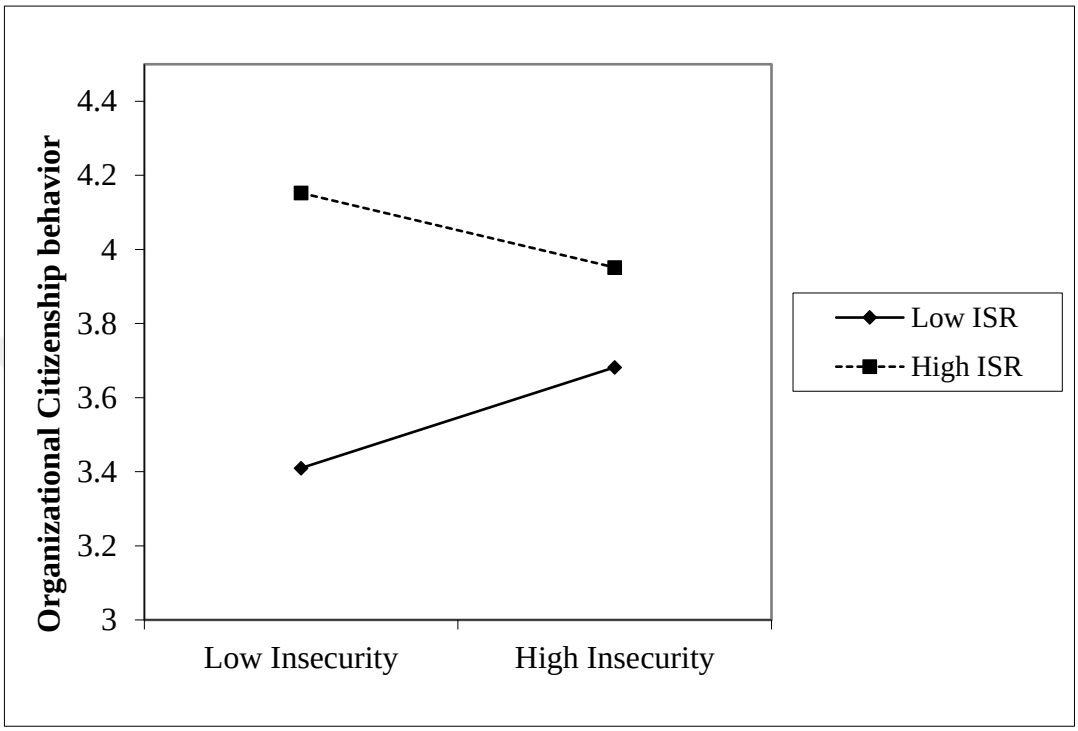


To test the moderation effects of job crafting in the relationship between job insecurity and OCB, moderated regression analysis was conducted using increasing structural resources (ISR) as moderator and job insecurity as predictor and OCB as DV. In the first step, predictor (i.e. job insecurity) and moderator (i.e. increasing structural resources) were entered; in the second step, the two-way interaction term of insecurity and ISR was entered. ISR was significantly related with OCB, β=.27, t=4.11, p<.01. Job insecurity was not a significant predictor (β=.04, t=.67, p>.05). The interaction between job insecurity and ISR was significant, β= -.25, t=-3.62, p<.01 and had a significant increase on explained variance, R^2change=.064, F (1, 148) =13.08, p<.01. Simple slope analysis suggested that individuals who strive to increase their structural resources demonstrated more OCB than the individuals who scored low on ISR when insecurity is low, β=.62, t=8.80, p<.01. However, when job insecurity was high, there was no significant difference in demonstrated OCB in between low ISR and high ISR individuals, β=.13, t=1.12, p >.05. This finding did not support H4b, which postulated that job crafting would mitigate adverse impact of job insecurity on OCB.

Furthermore, when job insecurity is high, OCB of low ISR individuals increases, β=.27, t=2.99, p<.01, whereas OCB of high ISR individuals decreases, β=-.22, t=-2.59, p<.05. This finding again contradicted with H4b.

Figure 4.2

Organizational citizenship behavior is higher in individuals that score high in ISR in low job insecurity settings.



5. Discussion

The goal of this study was to analyze whether job-crafting strategies were effective in balancing presumed adverse effects of job demands on various job outcomes including in-role performance, extra-role performance (specifically organizational citizenship behavior, OCB) and turnover intentions. The targeted group was selected as finance professionals in Turkey (or specifically in Istanbul) due to their increasing job demands in terms of workload, which requires such professionals to work more and faster, technology-induced additional workload, and job insecurity.

The results suggested that one dimension of job crafting, i.e., increasing structural resources, had a significant and positive effect on in-role performance. This finding is supported by previous studies as well (Tims, Bakker & Derks, 2015; Ghitulescu, 2007). However, in contrast to my hypothesis and previous studies (e.g., Demerouti, Bakker, & Gevers, 2015), no significant relationship was found

between the dimensions of job crafting and OCB. Job crafting did not have a significant effect on turnover intentions, either. While past research was inconclusive, findings of this study negated prior hypothesis that job crafting would diminish turnover intentions, which backed previous studies that could not detect any such relationship either such as the one conducted by Leana, Appelbaum, & Shevchuk (2009).

In this study, job demands were assessed as workload (both general and techno-related) and job insecurity. Prediction that high job demands would diminish in-role performance was not supported and this was against past research conclusion that job demands would lead to exhaustion, which would inhibit performance (Bakker, Demerouti, & Verbeke, 2004). While workload component of job demands did not have any significant adverse impact on extra-role performance (i.e. OCB), job insecurity dimension of job demands indeed diminished OCB. While the literature in analyzing the relationship between job insecurity and organizational citizenship behavior is rather inclusive, several studies (e.g., Cheng & Chan, 2008) reported negative relationship between job insecurity and organizational citizenship behavior. The findings of my research were also supportive of this relationship. The results of this study confirmed negative affect of job demands (both in terms of workload and job insecurity) on turnover intention. This finding is supported in the literature that job insecurity positively related to turnover intention (Sverke, Hellgren, & Naswall, 2002). Furthermore, the literature also supports similar effect of both techno-related workload and general workload on turnover intentions via diminishing work engagement (Hoonaker, Carayon, & Korunka, 2013; Carlson, D. Carlson, Zivnuska, Harris, & K. Harris, 2017).

In the next stage, I explored whether job crafting does indeed "buffer" negative impacts of job demands on performance outcomes. The findings did not support buffering role of job crafting in the interaction between workload and performance outcomes (ie. in-role performance, extra-role performance and turnover intentions). With regards to role of job crafting buffering strains of job insecurity and performance outcomes, job crafting was not found effective in

buffering the interaction of high job insecurity leading to increased turnover intentions. However, in the relationship between job insecurity and in-role performance, one dimension of job crafting, i.e., increasing structural resources (ISR), was found to play a role. When controlling for the effect of workload, other dimensions of job crafting and their interactions with workload, individuals who effectively strive to increase their structural resources scored better in in-role performance under high job insecurity vs. low crafters. This finding supported the hypothesis that job crafting can indeed be effective in buffering strains of job insecurity on in-role performance. Yet, job crafting failed to buffer strains of job insecurity on OCB. While individuals scoring high on ISR demonstrated high OCB in low job insecurity, there was no significant difference between low and high ISR individuals on OCB when job insecurity increased. In fact, OCB diminished under high job insecurity among high ISR individuals.

The finding that OCB effectively diminishes among job crafters when job insecurity increases is quite interesting. One potential explanation may lie in the "conservation of resources (COR)" model put forward by Hobfoll (1988). According to Hobfoll (1988), a resource is anything that it itself has value or effective in creating or protecting something valuable. Later on, Hobfoll et al. (2018) suggested that a construct, which is commonly regarded as a resource, may not act as resourceful under different circumstances. Based on this notion, it is plausible that perceived high job insecurity may encourage individuals, who actively increase their structural resources, diminishing their extra-role behavior in order to increase their-in role behaviour. The result that in-role performance increases among high ISR individuals when job insecurity increases confirms such allocation of resources. This finding is supported by Russell, Woods, & Banks (2017) in their research on "conscientiousness", which is a sub-component of organizational citizenship behavior. Accordingly, the individuals who score high on conscientiousness suffer from affective well-being, when responding to email disruptions at work.

The findings of this research contributed to our understanding of work outcomes of Turkish financial service professionals with respect to workload and

job insecurity such that turnover intention is affected significantly by insecurity and high workload. I applied the most popular/cited job crafting measure devised by Tims, Bakker, & Derks (2012), which contributed to the universality of job crafting measure.

From a broader perspective, this research proposed a simple design with multiple job demand factors and outcome variables interacted together in order to understand the role of job crafting as a moderator. In that regard, incorporating technology-related workload as well as job insecurity as different facets of job demands proliferates job crafting literature. The finding that increasing structural resources had an effective moderating role in increasing in-role performance under high job insecurity settings also supports the role of job crafting as a valuable resource in itself as also mentioned by Hakanen, Seppala, & Peeters (2017).

As a practical contribution, my research posits job-crafting efforts, in particular increasing structural resources, as good strategies to support in-role performance of under high job insecurity settings. Especially since job insecurity is known to undermine job performance (Sverke, Lastad, Hellgren, Richter, & Naswall, 2019), impact of job crafting on job performance is quite important. Thus, it can encourage organizations to facilitate job crafting behavior among their employees in order to facilitate task performance during turbulent times. This finding also means that job crafting behavior can indeed act in benefit of organizations although it is by definition an employee-initiated proactive behavior without official consent by the organization itself. In fact, intervention can be an useful tool to educate employees on job crafting and facilitate positive organizational outcomes. In an experimental field study conducted by Kooji et al. (2017), job crafting interventions aimed to stimulate employees to craft their jobs have indeed led to enhancement of person-job fit. However, the same effect was not observed among young workers, which suggested interventions as effective tools for better person-job fit among older employees.

6. Limitations & Proposals for Future Research

The research relied on self-reported measures on all the variables analyzed. Thus, it may suffer from reversed causality. The performance rating, for instance, was also self-reported, which could have been supported by supervisor or peer ratings in order to get a more objective and holistic view. Also, dominant gender was female in my study. While women constitute slightly higher percentage in the general population of finance professionals in Turkey (51% female), female-bias was higher in my research (62.5%). One particular finding of this research was that OCB of high job crafters tend to diminish in high job insecurity environment. While I postulate a potential explanation within conservation of resources theory, future research on job crafting can explore this topic further. Moreover, further analysis can be conducted Additionally, findings of this research suggested that increasing structural resources had a positive direct impact on in-role performance, which may deserve further investigation. The research has particularly focused on white-collar, finance employees, who are predominantly employed by Turkish retail banks, in Istanbul. Hence, similar studies across different industries and/or geographical locations where gender representation is more equal can help generalizing the results of this research. Additionally, other industries, such as retail, where turnover ratio tends to run high according to Peryön (2016) can also be analyzed in order to prove effectiveness of job crafting against job insecurity threats. Furthermore, one aspect of job demands was perception of job insecurity among banking employees. However, as posited also by Probst (2003), one of the antecedents of perception of job insecurity is related to the organizational change or layoffs. Hence, a similar research can be conducted within organizations that have recently gone through an organizational change in order to assess impact of changing job insecurity perceptions on performance outcomes moderated by job crafting.

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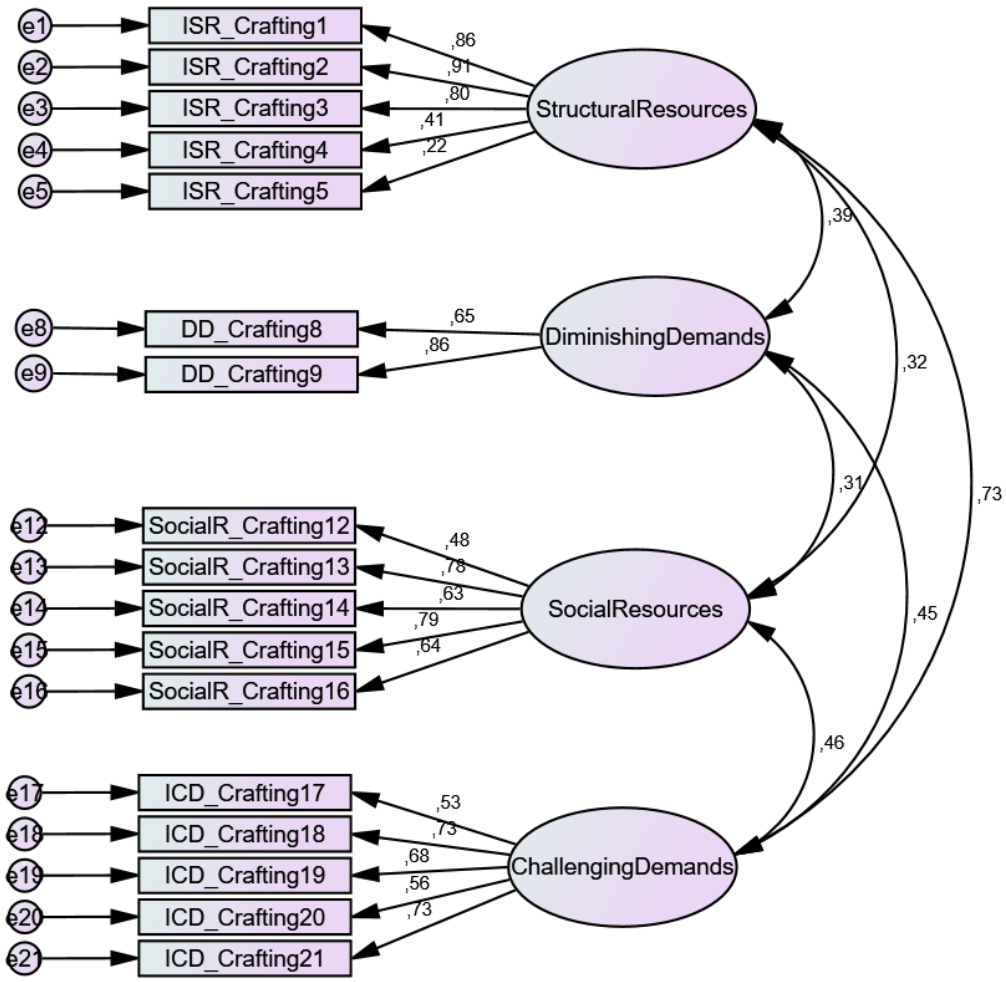
Appendices

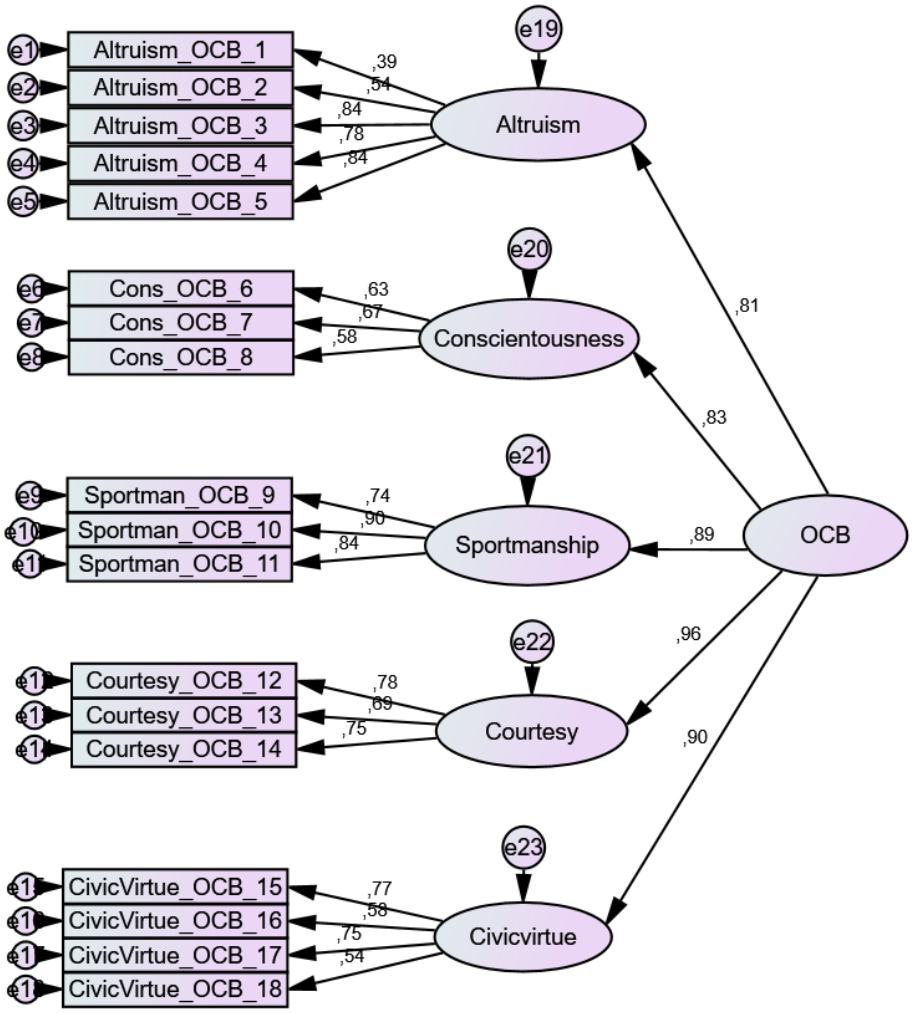
Appendix A

Figure 5: *Factor Loadings and Path Diagram for Job Crafting Strategies*



Appendix B

Figure 6: *Factor Loadings and Path Diagram for the OCB*



Appendix C

Informed Consent of Job Crafting Questionnaire

Değerli Katılımcı,

Bilgi Üniversitesi Örgütsel Psikoloji Yüksek Lisans Master tezi kapsamında yer alan bu araştırma İstanbul Bilgi Üniversitesi Örgütsel Psikoloji yüksek lisans öğrencisi Pınar Uğuroğlu Delice tarafından Dr. Gergely Czukor danışmanlığında yürütülmektedir.

Bu araştırmanın amacı özellikle banka çalışanlarının teknoloji ve makro/mikro faktörler kaynaklı iş yüklerinin; çalıştığı iş yerinde kalma niyeti, örgütsel vatandaşlık davranışı ve iş performansı üzerindeki etkilerini bireysel iş yapılandırma kaynaklarını ne kadar kullanıp kullanmadıkları çerçevesinde araştırmaktadır. Özellikle iş stresinin yoğun yaşandığı bankacılık sektörünün siz değerli çalışanlarının iş yükü ile baş etme yöntemleri olarak "iş yapılandırması" kavramını ne ölçüde bilerek ya da bilmeyerek hayata geçirdiğinizi anlamak istiyoruz.

Bu araştırmada altı farklı anketi cevaplandırmanız istenmektedir. Araştırmamız kapsamında olan anketleri cevaplandırmak toplamda **10 dakikanızı** almayacak şekilde tasarlanmıştır.

Anketin herhangi bir yerinde isim ya da başka kimlik bilgileriniz istenmemektedir. Katılımcıların kişisel bilgileri gizli tutulacak ve elde edilen bulgular sadece bilimsel amaçla kullanılacaktır.

Anketlere verdiğiniz cevaplar tamamen araştırmacının kontrolünde olan bir kodlama ve veri işleme sürecine tabi tutulacak olup, hiçbir şekilde kurum içi ya da kurum dışı bir başka kişi veya grup tarafından kullanılmayacak ve/veya bilgisine sunulmayacaktır.

Katılımınız tamamen gönüllülük üzerine kuruludur. Çalışma sırasında sebep bildirmeksizin çalışmayı bırakabilirsiniz. Araştırmaya katıldıktan sonra herhangi bir sorunuz olduğu takdirde ya da araştırma sonuçlarını elde etmek için Pınar Uğuroğlu Delice ve Dr. Gergely Czukor ile irtibata geçebilirsiniz.

İletişşim bilgileri:
Pınar Uğuroğlu Delice (pinar_uguroglu@yahoo.com)
Dr. Gergely Czukor (gergely.czukor@bilgi.edu.tr)

Örgütsel Psikoloji Dalı
Psikoloji Bölümü
Istanbul Bilgi University

◯ Yukarıda yer alan çalışmanın amacını ve içeriğini belirten bildiriyi okudum, anladım ve araştırma yapmayı kabul ediyorum.

Appendix D

Measures (Turkish and English versions)

Workload and Job Security Scales/ İş yükü ve iş güvencesi ölçeği

Quantitative workload/Psychological demands (Karasek, 1985)

5 items, scaling (1 – never to 4 – frequently)

1) Do you need to work fast?
2) Do you need to work hard?
3) Do you have excessive workload?
4) Do you have enough time at work?
5) Do you have conflicting job demands?

İş yükü (Demiral et al., 2005)

1) İşinizde çok hızlı çalışmak zorunda mısınız?
2) İşinizde çok yoğun çalışmak zorunda mısınız?
3) İşiniz çok fazla efor gerektirir mi?
4) İşinizde işinizle ilgili görevleri yetiştirecek kadar zamanınız olur mu?
5) İşinizde sizden birbiriyle çelişen görevler istenir mi?

Technology-related workload (Tarafdar, Ragu-Nathan, & T.S. Ragu Nathan, 2007)

5 items, scaling (1 – completely disagree to 4 - agree)

1) I am forced by this technology to work much faster.
2) I am forced by this technology to do more work than I can handle.
3) I am forced by this technology to work with very tight time schedules.
4) I am forced to change my work habits to adapt to new technologies.
5) I have a higher workload because of increased technology complexity.

Teknoloji kaynaklı iş yükü (Turen, Erdem, & Kalkin, 2015)

1) Çalıştığım yerde kullanılan teknolojinin beni daha fazla iş yapmaya zorlaması beni strese sokuyor.
2) Çalıştığım yerde kullanılan teknolojinin beni çok sıkı zaman çizelgelerine bağlaması beni strese sokuyor.
3) Çalıştığım yerde kullanılan teknolojiye ayak uydurabilmek için çalışma alışkanlıklarımı değiştirmek beni strese sokuyor.

4) Çalıştığım yerde kullanılan teknolojinin beni çok daha hızlı iş yapmaya zorlaması beni strese sokuyor.
5) Çalıştığım yerde iş yüküm çok fazladır. Çünkü kullandığım teknoloji gittikçe karmaşıklaşıyor.

Job Insecurity (Probst, 2003)

Questions and 4 different statements

A) What is your future employment status in this organization?
    1) Unpredictable
    2) Stable
    3) Can depend on being here
    4) Permanent position if I want it
B) How would you rate your job security?
    1) Unacceptably low
    2) Stressful
    3) Sufficient amount of security
    4) Excellent amount of security

İş güvencesi (Onder & Wasti, 2002)

A) Bu kuruluşta gelecekteki istihdam durumunuz nedir?
    1) Tahmin etmesi zor
    2) Sabit
    3) Burada devam edebileceğime güvenebilirim
    4) İşim hemen hemen garantili
B) İş yerinizde iş güvenceniz nasıldır?
    1) Kabul edilemeyecek kadar az
    2) Stresli/Belirsiz
    3) Yeterli
    4) Mükemmel iş güvencesi

Job Crafting Scale (Tims, Bakker, & Derks, 2012)

21 item, scaling (1- never to 6 - always)

Increasing structural job resources

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

6) I make sure that my work is mentally less intense
7) I try to ensure that my work is emotionally less intense8)
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

Bireysel İş Yapılandırma Ölçeği (Uysal, Özçelik, & Uyargil, 2018)

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.
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.
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.
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.

Organizational Citizenship Behavior Scale (Vey & Campbell, 2004 and Williams & Shiaw, 1999)

18 items, scaling (1- strongly disagree to 5 – strongly agree)

Altruism

1) I cover for other coworkers if they need a day or certain hours off
2) I help others with heavy workloads
3) I help train new people
4) I share personal property when necessary to help others with work-related problems
5) I am willing giving time to help others who have work-related problems

Conscientousness

6) I believe in giving an honest day's work for honest day's pay
7) I demonstrate concern with the image of the workplace and parent corporation
8) I do not spend time in personal conversation

Sportmanship

9) I respect the rights and privileges of other coworkers
10) I inform other coworkers of one's activities to avoid unanticipated problems
11) I try to avoid creating problems for co-workers

Courtesy

12) I do not consume a lot of time complaining about trivial matters)
13) I focus on the positive side, instead of on what's wrong with work situation
14) I take steps to prevent problems with other workers

Civic Virtue

15) I read and keep up with organization announcements, memos, etc
16) I take an active role in employee organizations
17) I keep up with developments in the business or corporate structure
18) I attend and participate in meetings regarding the work

Örgütsel Vatandaşlık Davranışı Ölçeği (Basim & Sesen, 2015)

1) Günlük izin alan bir çalışanın o günkü işlerini ben yaparım
2) Aşırı iş yükü ile uğraşan bir şirket çalışanına yardım ederim

3) Yeni işe başlayan birisinin işi öğrenmesine yardımcı olurum
4) İşle ilgili problemlerde elimde bulunan malzemeleri diğerleri ile paylaşmaktan kaçınmam
5) İş esnasında sorunla karşılaşan kişilere yardım etmek için gerekli zamanı ayırırım
6) Zamanımın çoğunu işimle ilgili faaliyetlerde geçiririm.
7) Şirketim için olumlu imaj yaratacak tüm faaliyetlere katılmak isterim
8) Mesai içerisinde kişisel işlerim için zaman harcamam.
9) Diğer çalışanların hak ve hukukuna saygı gösteririm
10) Beklenmeyen problemler oluştuğunda diğer çalışanları zarar görmemeleri için uyarırım.
11) Birlikte görev yaptığım diğer kişiler için problem yaratmamaya gayret ederim.
12) Önemsiz sorunlar için şikayet ederek vaktimi boşa harcamam
13) Mesai ortamı ile ilgili olarak problemlere odaklanmak yerine olayların pozitif yönünü görmeye çalışırım
14) Şirket içinde çıkan çatışmaların çözümlenmesinde aktif rol alırım
15) Üst yönetimce yayımlanan duyuru, mesaj, prosedür ya da kısa notları okurum ve ulaşabildiğim bir yerde bulundururum.
16) Şirketin sosyal faaliyetlerine kendi isteğimle katılırım.
17) Şirket yapısında yapılan değişimlere ayak uydururum.
18) Her türlü geliştirici faaliyet icra eden araştırma ve proje gruplarının içerisinde yer alırım.

Turnover Intention Scale (translated by the researcher herself)

1) I would like to stay at my current job in the future
2) I am thinking about working elsewhere in the future
3) I do not desire to change my job in the next 5 years
4) I am looking for potential job opportunities
5) I frequently think about quitting

İşten Ayrılma Niyeti Ölçeği (Tak & Ciftcioglu, 2009)

6) Bu işyerinde önümüzdeki yıllarda da çalışmak isterim.
7) Önümüzdeki yıllarda başka bir iş yerinde çalışmayı düşünüyorum.
8) Önümüzdeki 5 yıl içinde bu işten ayrılmayı istemiyorum
9) Diğer iş yerlerinde iş bulma olanağım olup olmadığına bakıyorum
10) Sık sık işten ayrılmayı düşünüyorum.

Performance Scale

1 item, scaling (1 - well below expectations to 5 – well above expectations)

1) Latest performance score obtained in the current job

Performans Notu

1) Çalıştığınız son kurumdan aldığınız performans notu

Demographic Information

4 items

1) Gender
a. Female
b. Male
2) Total job experience in years
a. 0-5
b. 5-10
c. 10-15
d. 15-20
e. >20
3) Tenure at current job
a. 0-5
b. 5-10
c. 10-15
d. 15-20
e. >20
4) Job location

a. Bank branch

b. Bank headquarters

c. Non-bank financial institution

Demografik Bilgiler

1) Gender

a. Kadın

b. Erkek

2) Toplam iş tecrübesi (yıl olarak)

a. 0-5

b. 5-10

c. 10-15

d. 15-20

e. >20

3) Şu anda çalışılan kurumdaki tecrübe (yıl olarak)

a. 0-5

b. 5-10

c. 10-15

d. 15-20

e. >20

4) Görev yerinin niteliği

a. Banka şubesi

b. Banka genel müdürlük

c. Banka dışı finansal kurum

Appendix E

Ethics Committee Approval Form

ETİK KURUL DEĞERLENDİRME SONUCU/RESULT OF EVALUATION BY THE ETHICS COMMITTEE

(Bu bölüm İstanbul Bilgi Üniversitesi İnsan Araştırmaları Etik Kurul tarafından doldurulacaktır /This section to be completed by the Committee on Ethics in research on Humans)

Başvuru Sahibi / Applicant: Pınar Uğuroğlu Delice

Proje Başlığı / Project Title: Can job crafting help reduce strain of job demands and increase performance outcomes in high insecurity settings?: The role of job crafting on performance outcomes of Turkish finance professionals.

Proje No. / Project Number: 2019-20024-91

1.	Herhangi bir değişikliğe gerek yoktur / There is no need for revision	XX
2.	Ret/ Application Rejected Reddin gerekçesi / Reason for Rejection	

Değerlendirme Tarihi / Date of Evaluation: 10 Mayıs 2019

Kurul Başkanı / Committee Chair

Doç. Dr. Itır Erhart

Üye / Committee Member

Prof. Dr. Aslı Tunç

Üye / Committee Member

Prof. Dr. Turgut Tarhanlı

Üye / Committee Member

Prof. Dr. Hale Bolak Boratav

Üye / Committee Member

Prof. Dr. Koray Akay