

Adaptation The Turkish Language Of The Job Crafting Scale and Relationship Between Job Crafting And Emotional Exhaustion

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Extensive Summary

1.Introduction

The organization's adaptation to environmental changes depends on the motivation of its employees and proactive behavior (de Beer vd. 2016). One way in which employees show these behaviors is to organize their work in line with their needs and expectations, that is, to apply job crafting strategy. Job crafting is a relatively new concept in the literature, but it is one of approaches that enable employees to understand their work and expresses proactive behavior. Job crafting is the result of an informal process that aligns employees' personal interests and values with work practices (Slemp ve Vella-Brodrick, 2013). Through job crafting, employees adjust their work to their needs and abilities, thus taking an active role in changing their jobs.

Job crafting is an important application in meeting the needs and expectations of today's employees and overcoming the complexities of work. With this practice, employees shape their work and make it more meaningful, more interested in their work, aligning their tasks with their own talents and interests, and making changes such as arranging relations with other employees. All these changes bring positive organizational outcomes such as work engagement, job satisfaction and job performance. One of these outcomes is the reduction of emotional exhaustion. Emotional exhaustion refers to the perception that emotional and physical resources are exhausted in individuals (Maslach ve Leiter, 2008). Emotional exhaustion is a situation where the employee is unable to fully work, thinks that he/she is hindered, and feels nervous.

The aim of this study is to explain the concept of job crafting theoretically and to examine the behaviors evaluated within the scope of job crafting, and to adapt the measure of job crafting to Turkish language. The study also examined the relationship between job crafting and emotional exhaustion.

2.Method

In this research the validity and reliability tests of the Job Crafting Scale developed by Slemp and Vella-Brodrick (2013) were conducted and adapted to the Turkish language. Furthermore, the relationship between job crafting and emotional exhaustion is also examined. For this purpose, the following hypotheses have been established:

H₁: The level of task crafting of employees affects negatively their emotional exhaustion levels.

H₂: The level of cognitive crafting of employees affects negatively their emotional exhaustion levels.

H₃: The level of relational crafting of employees affects negatively their emotional exhaustion levels.

In the study, the levels of employees' job crafting were measured by a 19-item scale developed by Slemp and Vella-Brodrick (2013); the levels of employees' emotional exhaustion were measured by a 9-item scale developed by Maslach ve Jackson (1981). Data were collected from 125 industrial operator employees. The data were collected by simple random sampling method.

3.Findings

Because the original language of the Job Crafting Scale (19-item and 3 sub-dimensions) was English, the translation of the scale items was done by experts. The scale items were firstly translated to Turkish language from English language and cultural appropriateness and clarity were assessed by different experts. Subsequently, the items were translated again to English language from Turkish language and it was seen that there were no meaning shifts in the items.

The reliability of the job crafting scale was determined by examining the internal consistency of the scale. For this purpose, the cronbach alpha coefficient was examined. Cronbach alpha coefficient was found to be ,918 for general the scale; ,757 for task crafting; ,860 for cognitive crafting; and ,844 for relational crafting. These coefficients indicate that scale is reliable.

To determine the construct validity of the job crafting was performed confirmatory factor analysis using the AMOS 18.0 packing program. It is understood that the structural validity of the scale is obtained from the analysis findings. In addition, all the findings on the scale showed that the three-dimensional structure of the job crafting scale was confirmed.

In the study, the relationship between job crafting (task crafting, cognitive crafting and relational crafting) and emotional exhaustion was determined by performing a correlation analysis. The results of the analysis showed that there was a negatively and significantly relationship between task crafting, cognitive crafting, relational crafting and emotional exhaustion.

In the study, the developed hypotheses were tested by structural equation model analysis. In the constructed model, job crafting is an exogenous variable; emotional exhaustion is an endogenous variable. The analysis findings showed that task crafting affected emotional exhaustion negatively (-,565) and significantly (p= ,014); but

cognitive and relational crafting did not affect emotional exhaustion significantly ($p=,456$; $p=,397$). Thus, H1 is supported; but H2 and H3 are not supported. Therefore, it was seen that employees who thought that they had competence in their tasks in business felt that their work was less exhausted and gave themselves more to working.

4. Discussion and Conclusion

In this study, all the findings the job crafting scale showed that the scale provided reliability and validity criteria. This means that the concept can be studied in the national literature.

In addition, the study examined the affect of job crafting on the level of emotional exhaustion, and it was found that the task crafting dimension affected the emotional exhaustion of the employees negatively and significantly. Therefore, it has been determined that one of the factors that cause employees' emotional exhaustion is job crafting (task crafting). In other words, employees who are able to identify news tasks appropriate to their personal abilities and interests, or who are capable of changing tasks according to their needs and abilities, can see themselves more effectively in their work and give themselves psychologically to the work they do.