THE ANTECEDENTS OF JOB CRAFTING:
PERCEIVED ORGANIZATIONAL SUPPORT, JOB CHARACTERISTICS AND SELF-EFFICACY

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ABSTRACT

This study aims to investigate some antecedents of job crafting. Within the literature, studies suggest that some individual and organizational factors lead employees to customize their jobs according to their abilities, preferences and needs. Therefore, self-efficacy, perceived organizational support and job characteristics are considered as predictors of job crafting within the scope of the study. For the purpose of the research, the data which are collected from 252 hotel employees by the survey method are analyzed by using the structural equation modelling. According to the results of study, from the individual antecedents' perspective, it is found out that self-efficacy has a positive and significant effect on job crafting. However, from the organizational perspective, research results indicate that some of the dimensions of job characteristics skill variety and feedback effect job crafting positively, whereas task significance & autonomy dimension has no significant effects on job crafting. Moreover, it is seen that perceived organizational support dimensions have no significant effect on job crafting.

Key Words: *Job Crafting, Self-Efficacy, Perceived Organizational Support, Job Characteristics, Hotel Industry*

1. Introduction

In recent decades, the nature of jobs have being changing due to the transformations of the working environment caused by such as global competition, faster innovations and shifting from manufacturing economies to service and knowledge economies and the rapid advancement of information technologies (Sekiguchi et al., 2014: 2). Besides, as working conditions become more unpredictable and more unclear, it is needed to focus on flexibility, team-working, interdependency and integration in today's organizations. These transformations of working life have also begun to change the current applications in job design theory (Cullinane, 2013: 1). Traditionally, job design theory and researches have focused on the top down approach which indicates that managers need to design jobs for employees. However, for the last decades, it has been recognized that the proactive efforts of individuals and their roles have to be regarded while designing their jobs (Berg et al., 2010: 158). In other words, it has been observed that the bottom-up approach has come to fore in global working life.

Bottom-up approach is considered as an important and new job design concept in which employees play an active and proactive role in redesigning and changing certain aspects of a job (Chen et al., 2014: 21). This new concept is called "job crafting" and it is defined as "the physical and cognitive changes that individuals make in the task or relational boundaries of their work" (Wrzesniewski and Dutton, 2001: 179; Vreugdenhil, 2012: 3). The concept of job crafting is considered as a specific type of proactive work behavior in which employees customize their job components to better fit their needs, skills, and preferences (Tims et al., 2013: 428). Due to the significance and positive outcomes of job crafting on both employees and organizations, researchers have begun to investigate how it can be performed in today's working environment. Accordingly, it is suggested that job crafting can be influenced from both individual and situational factors such as proactive personality, employee rank, job autonomy, and supportive supervision (Li et al., 2014: 1-2).

Previous studies have indicated that some of the factors like person-job fit, self-efficacy and job characteristics are antecedents of job crafting (Kirkendall, 2013: 38-39; Tims and Bakker, 2010: 5; Tims et al., 2014: 490). Therefore, it can be said that some individual and organizational components are considered as antecedents of job crafting. In this study, self-efficacy is investigated in the scope of the individual antecedents. On the other hand, perceived organizational support and job characteristics are evaluated in the extent of the organizational antecedents. In this context, the aim of this study is determining the individual and organizational antecedents of the job crafting in hotel establishments. Due to the hotel employees are constrained to take multi-directional and difficult tasks during their work processes and meet some unpredictable demands and different customer needs, they have to design and adapt to their roles under existing circumstances. For this reason, job crafting can be considered as an important factor to gain organizational success and customer satisfaction in hotel establishments. Since job crafting is seen as one of the crucial components for hotel establishments to gain success; this research is conducted on hotel employees.

2. Theoretical Framework

2.1. Job Crafting

Due to the many changes in today's business environment, jobs are increasingly characterized by uncertainty, complexity and require more interdependence and greater relations with others. However, organizations begin to search for employees who are more initiative and creative (Nelson et al., 2012: 238). In other words, organizations increasingly expect from their employees to react to unpredictable conditions by demonstrating proactive behaviors such as identifying opportunities, showing initiative, seek out challenging situations, construe work roles more broadly, and can define jobs to include new tasks and goals (Nielsen and Abildgaard, 2012: 365). According to the previous studies, it has been suggested that one of the particular form of proactive behavior is characterized as the job crafting (Berg et al., 2010. 159; Petrou et al., 2012: 1120; Slemp and Vella-Brodrick, 2013: 126; Sekiguchi et al., 2014: 2). As a proactive behavior perspective, job crafting is considered as self-starting behavior that focuses on how employees perceive their work environment and act in accordance with their own preferences, values, and abilities instead of just performing the job that the organization has created (Tims et al., 2012: 174; Vreugdenhil, 2012: 3).

Job crafting refers to the changes that alter the nature of job tasks, work relationships or perceptions of work in ways that are beneficial for employees (Bakker and Daniels, 2013: 61). In other words, job crafting is defined as changing the boundaries and conditions of job tasks and job relationships and the meaning of the job (Tims and Bakker, 2010: 3). Therefore, employees can change number and types of their jobs, change interactions with others at work and also can change views regarding their job (Dubrin, 2012: 239). In this regard, it is seen that Wrzesniewski and Dutton (2001) classified the term of "job crafting" as three different forms such as task, relational, and cognitive job crafting (Kirkendall, 2013: 24; Wellman and Spreitzer, 2011: 927; Tims et al., 2012: 174; Tims et al., 2013: 230-231; Tims et al., 2014: 492). The cognitive job crafting involves changing the perception of job; task job crafting includes changing the content of work and relational job crafting involves alterations in the quality and amount of interactions with others (Nielsen and Abildgaard, 2012: 366). On the other hand, Tims et al., (2012) have conceptualized job crafting in the theoretical framework of the job demands–job resources (JD–R) model which emphasize that "the changes that employees may make to balance their job demands and job resources with their personal abilities and needs" (Akın et al., 2014: 11). According to the this approach, Tims et al., (2012) have classified job crafting under four dimensions as follows: increasing structural job resources, increasing social job resources, increasing challenging job demands and decreasing hindering job demands (Rokitowski, 2012: 7-8; Tims et al., 2013: 429; Chen et al., 2014: 21). In this study, the concept of job crafting will be examined in accordance with the classification of Tim's.

Job resources are considered as the aspects of the job, which facilitate employees to achieve the goals of their works and reduce the job demands. In accordance with (JD–R) model job crafting includes **increasing s*tructural job resources and increasing social job resources*** (Arts, 2012: 2). The aim of the ***increasing structural job resources*** is developing the capabilities of the employees, making them trying to learn new things and using their autonomy in the work process. ***Increasing social job resources*** intend to employees seek feedbacks and advices from their colleagues and supervisors (Tims, et al., 2012: 177). Job demands refers to the physical, social or organizational aspects of the job that require sustained physical or psychological effort (Tims and Bakker, 2010: 3). In terms of (JD–R) model, the job crafting includes ***increasing challenging job demands and decreasing hindering job demands***. The purpose of ***increasing challenging job demands*** encouraging employees to take on extra-role tasks without receiving/requesting extra compensation and voluntarily work on the new projects. ***Decreasing hindering job demands*** aims to employees to have a minimize contact with problematic individuals and make them avoiding from difficult decision-making process and heavy workloads (Rokitowski, 2012: 41).

2.2. *Perceived Organizational Support*

Since the human resources are considered as the most important source for acquiring competitive advantage in today's working life, organizations are aware of that providing a supportive working environment is a crucial component to attract and retain skilled and valuable employees (Salehzadeh et al., 2014: 206). Therefore, it has been seen that the factors which facilitating employees' dedication and attachment to their organizations were extensively examined in the field of organizational behavior. Perceived organizational support is considered as one of these factors that is related with employees' commitment (Zhang et al., 2012: 422). Perceived organizational support fundamentally refers to the reciprocal social exchange relationship between the employer and the employee, which emphasize the quality of the relationship (Afzali et al., 2014: 625). Eisenberger et al., have defined perceived organizational support as a "global beliefs" developed by employees concerning the extent to which the organization values their contributions and is concerned about their welfare (Aggarwal-Gupta et al., 2010: 107; Nixon et al., 2011: 293; Bogler and Nir, 2012: 288).

Employees, who believe that their organizations both value their contributions and are concerned about their well-being, tend to perform their jobs well (Casimir et al., 2014: 369). Furthermore, when employees perceive organizational support, in which the organization reward their increased work effort, provide them help when needed, recognize their contributions, meet their socio-emotional needs, and take their well-being into consideration, employees will feel obligated to care about the organization's welfare and make an effort for organizations to reach its objectives (Krishnan and Mary, 2012: 2; Loi et al., 2014: 24). On the other hand, researchers indicated that employees having a high level of perceived organizational support may lead them to feel increased job satisfaction, increased affective organizational commitment and demonstrate increased job performance, positive mood, reduced stress and turnover intention and less likely to have a tendency withdrawal behaviors (Eder and Eisenberger, 2008: 55; Byrne and Hochwarter, 2008: 55; Arshadi, 2011: 1104). In addition, it has been suggested that perceived organizational support positively related with organizational citizenship behaviors (Chen et al., 2005: 458; Chiang and Hsieh, 2012: 184).

2.3. *Job Characteristics*

Job characteristics refers to the specific aspects of a job such as knowledge and skills, mental and physical demands, and working conditions that can be recognized, defined, and assessed (Naude, 2010: 10; Schuurman, 2011: 8). In other words, job characteristics includes work environment, welfare, security, human relationship, required skills, feedback, autonomy, and the opportunity of development; in fact anything related to the job (Tsaur et al., 2011: 192). However, job characteristics are considered as the attributes of jobs, which can have motivational functions for employees (Chiu and Chen, 2005: 525). In addition, researchers suggested that job characteristics examined antecedents of many organizational outcomes such as increased motivation, increased job satisfaction, improved performance, lower absenteeism, and lower turnover (Jelstad, 2005: 7; Suman and Srivastava, 2009: 142; Coelho and Augusto, 2010: 428; Mayfield, 2013: 40). Job characteristics are based on the basis of job enrichment theory and it is emerged from the theoretical prominence by the study of Turner and Lawrence (1965), Hackman and Lawler (1971) and Hackman and Oldman (1975) (Bratton and Chiaramonte, 2007: 275). Accordingly, one of the most recognized model for job design and enhancement approach is the Job Characteristics Model (JCM) developed by Hackman and Oldman (1975) which has asserted to design and enrich the jobs leading to improve the attitudes and behaviors of employees in the existing literature (Elanain, 2009: 458).

Job characteristics theory suggests that organizations can encourage their employees to show positive work attitudes and increase the work quality by enhancing jobs in five dimensions as the skill variety, task identity, task significance, autonomy and feedback. (Griffin and Moorhead, 2010: 124; Bacha, 2014: 412). *Skill variety*; refers to which jobs require a variety of activities that involve different skills and talents of the employees. *Task identity*; refers to which jobs require completion of "whole" and identifiable piece of work. However, it represents the extent to which job start and end with tangible outcome (Lee-Ross, 2005: 257) *Task significance;* refers to which jobs have substantial impact in lives or work of others, both in the organization or in the external environment (Suman and Srivastava, 2009: 143). *Autonomy;* refers to which jobs provide substantial freedom, independence and discretion to employees in scheduling their duties of work and in determining procedures for carrying work roles out. *Feedback*; refers to which job activities results in employees obtaining direct and clear information about their performance and effectiveness (Krasman, 2013: 54-55).

2.4. Self-Efficacy

Self-efficacy is a personality construct or an individual characteristic emerges from social cognitive theory (Karatepe et al., 2007: 25). However, self-efficacy is considered as an important social psychological construct derived from Bandura's influential social cognitive theory (Hagger and Chatzisarantis, 2005: 107). According to Bandura's social cognitive theory, the attitudes and behaviors of employees are the results of a combination of personal (self-efficacy) and contextual resources (organizational components) and motivation (Salanova et al., 2011: 2257). In other words, social cognitive theory suggests that the performance of employees may be influenced by both environmental factors and personal self-efficacy. Besides, this theory indicates that self-efficacy is regarded as a self-regulatory mechanism that manages the motivation and actions of human-beings (Iskandar and Sanusi, 2011: 32). Therefore, it is possible to express that employees do not respond to their environments immediately, they self-regulate and plan future courses of actions by their self-efficacy; because self-efficacy beliefs influence the thoughts, emotional reactions, motivational and behavioral patterns of employees (Simosi, 2012: 95). Bandura (1997) has defined "self-efficacy as an individual's belief in his or her capacity to muster the cognitive, motivational, and behavioral resources required to perform in a given situation (Song and Chon, 2012: 799). In addition, it is defined "as an individual's beliefs to exercise control over the quality and direction of their life" (Borgogni et al., 2013: 130).

Self-efficacy is known as an individual's perceived capability to perform a specific task or role in their workplace and social life. In this regard, individuals need to believe in his or her own capability in order to gain success in their professions (Bausch et al., 2014: 172). If employees believe in their capacities and abilities, they are characterized as individuals with high self-efficacy (Hellriegel and Slocum, 2011: 151). Accordingly, employees with self- efficacy are likely to be satisfied with their jobs when they feel competent to perform their work roles effectively, can set more challenging goals for themselves and they are better in solving difficult situations than low efficacious people (Yakın and Erdil, 2012: 371). In addition, self-efficacy leads employees to exert more effort, to explore their environments and to be able to deal effectively with a variety of stressful situations (Noor et al., 2012: 67). Self-efficacy belief enhances the functioning of immune system, which leads them to have a better psychical health. In other words, it provides employees to have a better psychological and social adjustment with their environments; thus it results in reduced mental health problems and ensures positive outcomes for individuals (Carr, 2004: 212). However, according to the previous literature, self-efficacy is considered as the strongest predictors of job performance, well-being and withdrawal behaviors (Borgogni et al., 2013: 130). Furthermore, self-efficacy is linked with the job satisfaction, organizational commitment and turnover intentions of the employees (Karatepe et al., 2007: 25).

3. Research Hypotheses

In the hospitality industry, employees become an integral part of the product in delivering services to the customers (Öztürk et al., 2014: 294). However, front-line employees have face-to-face interaction with customers, which makes them to play a crucial role in achieving customer satisfaction in hotel establishments. In other words, employees who directly deal with customers play a significant role in the success of these organizations (Jha and Nair, 2008: 147). Therefore, it becomes crucial to the service organization to hire employees who are able to deliver good quality of services to the customers (Noor et al., 2012: 62). Accordingly, it is possible to express that the effective management of employees' attitudes and behaviors play a vital role in enhancing employee performance and creating an environment that satisfied the customers in hotel establishments (Karatepe et al., 2007: 24). Since the importance of hotel employees in organizational effectiveness has been recognized by the researchers and managers, they have begun to focus on primarily how they can improve employee' job conditions through job design (Chen et al., 2014: 21). However, it has become a necessity for hotel establishments to design jobs and work environments in line with individual's needs in order to attract and retain employees and to enhance their well-being and performance (De Cooman et al., 2013: 1342). In this context, it can be said that the effectiveness of employees depends on designing the job in accordance with their capabilities and individual characteristics (Ali and Aroosiya, 2012: 2). The concept of job crafting is one of the job design techniques which emphasize that the job components are needed to be maintained in accordance with capabilities, abilities and individual characteristics of the employees.

In particular, job crafting is considered as an important process for cultivating some positive outcomes such as job satisfaction, work engagement, innovativeness and adaptability etc. (Berg et al., 2013: 83). However, it has been observed that the researchers conduct many studies to present the antecedents of the job crafting due to its importance both for employees and organizations. They have found out that job crafting is influenced by individual and contextual factors (Li et al., 2014: 1). From the individual factors perspective, Lyons (2008) has suggested that cognitive ability and self-image are antecedents of job crafting (Lyons, 2008: 26). However, Bakker et al., (2012) and Vreugdenhil (2012) studies have indicated that proactive personality is one of the significant predictors of job crafting (Bakker et al., 2012: 1359; Vreugdenhil, 2012: 28). Kirkendall (2013) has revealed out that both proactive personality and work locus of control determinate the job crafting (Kirkendall, 2013: 51). In addition, Tims et al., (2014) have suggested that self-efficacy is antecedents of job crafting (Tims et al., 2014: 498). Therefore, it is possible to express that self-efficacy is considered as one of the individual antecedents of job crafting. Accordingly, the following hypothesis is proposed:

H1: Self efficacy belief influences employees job crafting.

From the contextual factors perspectives, Ghitulescu (2006) has stated that skills, task complexity and task discretion are the predictors of job crafting (Tims and Bakker, 2010: 3). Wrzesniewski and Dutton (2001) have theorized that contextual factors such as task interdependence, closeness of monitoring and supervision may limit employees' perceived opportunities for crafting their jobs (Berg et al., 2010: 159). However, Sekiguchi et al., (2014) have indicated that social interactions and job autonomy are considered as antecedents of job crafting (Sekiguchi et al., 2014: 15). In addition Petrou et al., (2012) have suggested that there is a link between job characteristics and job crafting (Petrou et al., 2012: 1135). Therefore, it can be said that most of the prior studies have shown that characteristics of a job can affect the job crafting of employees (Li et al., 2014: 5). On the other hand, supervision, social interactions and social support can also

be examined as the antecedents of this concept. Thus, these hypotheses are proposed:

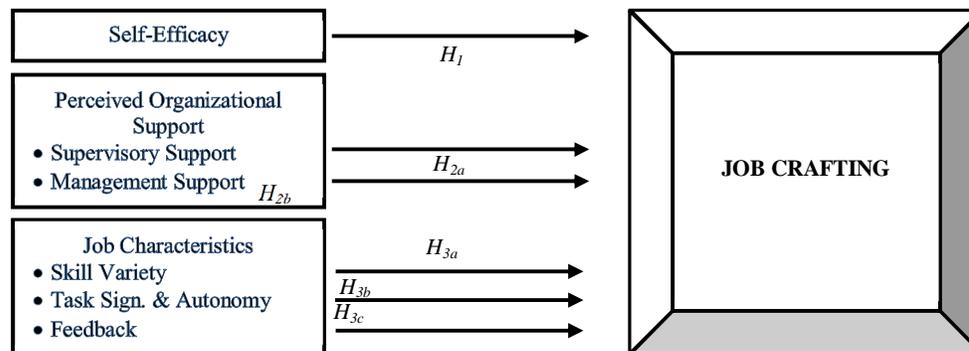H2a: Perceived supervisory support influences employees' job crafting.
H2b: Perceived management support influences employees' job crafting.
H3a: Skill variety influences employees' job crafting.
H3b: Task significance and autonomy influence employees' job crafting.
H3c: Feedback influences employees' job crafting.

Figure 1. Research Model

4. Research Method

4.1. Sample and Procedures

The sample of the research was composed of five-star hotels which are located in Antalya. The sample used for the study consisted of 252 employees who are working in four different hotels which are determined via convenient sampling method. From the 350 questionnaires that have been sent out, 265 have been returned, representing a response rate of 75%. After elimination of cases having incomplete data and outliers 252 questionnaire (72%) have been accepted as valid and included in the evaluations. However, questionnaire survey method is used for data collection in this study. Questionnaire form contains four different measures related to research variables.

4.2. Measures

Measures used in the questionnaire forms are adapted from the previous studies in the literature. All measures have been adapted to Turkish by the lecturers and for the validity of these measures pilot study have been conducted. Before the distribution of the survey to the actual sample, a pilot study was conducted in order to determine whether the questions had been understood properly and to check the reliability of the scales. As a result of the pilot study, some corrections have been conducted in the questionnaire forms. For answers to the statements of survey, a Likert-type metric, that is, expressions with five intervals has been used. Anchored such; "1- strongly disagree, 2- disagree, 3- agree or not agree, 4- agree, 5-strongly agree". However, 7 demographic questions were asked in the questionnaire form. Firstly, all scales were subjected to the exploratory factor analyses to check the dimensions, and then confirmatory factor analyses were applied to all scales.

●*Job Crafting Scale:* Employees job crafting levels measured with 21 items which was developed by Tims et al., (2012). Exploratory factor analysis using principal component analysis with varimax rotation was applied to the adapted scale to check the dimensions. As a result of the varimax rotation of the data related to the job crafting variables, five items were removed from the analysis due to the factor loadings under 0.50 and four factor solutions **increasing s***tructural job resources, increasing social job resources, increasing challenging job demands and decreasing hindering job demands* were obtained per theoretical structure. Factor loadings of the items ranged from .57 to .86. The Cronbach's alpha coefficient of the job crafting scale items is .78

● *Self-Efficacy Scale:* Employees self-efficacy belief levels measured with 10 items which was developed by Schwarzer and Jerusalem (1995). As a result of the exploratory factor analysis data related to the self-efficacy variables, two items removed and one factor solution was obtained per theoretical structure. Factor loadings of the items ranged from .65 to .83. The Cronbach's alpha coefficient of the self-efficacy scale items is .90.

●*Perceived Organizational Support Scale:* Employees perceived organizational support levels were measured with 21 items from Pazy's (2011) study. As a result of the exploratory factor analysis of the data related to the perceived organizational support variables three items removed from the analysis due to the factor loadings under 0.50 and two factor solutions *management support and supervisory support* were obtained per theoretical structure. Factor loadings of the item ranged from .51 to .82. The Cronbach's alpha coefficient of the perceived organizational support scale items is .93.

●*Job Characteristics Scale:* Employees perception of job characteristics measured with 24 items which was developed by Hackman and Oldman (1980). Exploratory factor analysis using principal component analysis with varimax rotation was applied to the adapted scale to check the dimensions. As a result of the varimax rotation of the data related to the job characteristics variables, thirteen items were removed from the analysis due to the factor loadings under 0.50 and three factor solutions *skill variety, task significance & autonomy and feedback* were obtained per theoretical structure. Factor loadings of the items ranged from .54 to .83. The Cronbach's alpha coefficient of the job characteristics scale items is .71.

After the exploratory factor analyses, the confirmatory factor analysis has been conducted by Lisrel 8.8 for all scales. Goodness of fit indexes is presented in Table 1. It can be seen that all of the fit indexes fall within the acceptable ranges (Meydan and Şeşen, 2011: 35).

Table 1. Goodness of fit indexes of the scales

Variables	χ^2	df.	χ^2/df	GFI	AGFI	CFI	NFI	NNFI	RMSEA
			≤ 5	$\geq .85$	$\geq .80$	$\geq .90$	$\geq .90$	$\geq .90$	≤ 0.08
Job Crafting	149.53	84	1.78	0.93	0.89	0.97	0.94	0.96	0.056
Self-Efficacy	34.33	19	1.80	0.97	0.94	0.99	0.98	0.99	0.057
Perceived Org.Support	182.14	73	2.49	0.91	0.86	0.98	0.97	0.98	0.077
Job Characteristics	84.36	41	2.05	0.94	0.91	0.93	0.90	0.91	0.065

4.3. Data Analysis

SPSS for Windows 20.0 and Lisrel 8.80 programs were used to analyze the obtained data. After the exploratory and confirmatory analysis, descriptive statistics such as means, standard deviations and pearson correlation analysis of the study variables were examined. Following that, structural equation modelling (SEM) was used to conduct a test of the variables in the research model to examine to what extent it is consistent with the data.

5. Research Findings
5.1. Respondent Profile

Majorities (72%) of the employees were male and 28% were female. 41% of the employees were between the ages 26-34, 37% of them older than 36, whereas 22% of them were under 25. In terms of education level, 68% had a high school education, 12% of them had a bachelor's degree and, %12 of them had a primary school and 8% of the employees had a vocational school education. From the working unit perspective, 51% of the employees were working in food and beverage department, 25% of them were working in housekeeping department, %21 of them were working in other units such as technical, human resource and accounting and the 3% of the participants from the front office department. 53% of the participants have been working for between 1-5 years and 31% of them have been working for less than 1 years, while 16% of them have been working more or than 5 years in the same hotel.

5.2. Descriptive Analyses

In the scope of the descriptive analyses means, standard deviations and correlations have been conducted which are related to job crafting, self-efficacy, perceived organizational support and job characteristics variables. The values are given in Table 2.

Table 2. Means, standard deviations and correlations of the study variables

Variables	Mean	SD	1	2	3	4
Job Crafting	3.61	.52	1			
Self-Efficacy	3.96	.73	.405**	1		
Perceived Organizational Support	3.73	.79	.284**	.419**	1	
Job Characteristics	3.62	.59	.390**	.400**	.385**	1

**p<0.01

As can be seen in Table 2, employees' self-efficacy belief and perceived of organizational support levels relatively high. However, the results of correlation analysis shows that employees job crafting were positively related to their self-efficacy beliefs (r=.405, p<0.01). In addition, job crafting were positively related to perceived organizational support (r=.284, p<0.01) and job characteristics (r=.390, p<0.01).
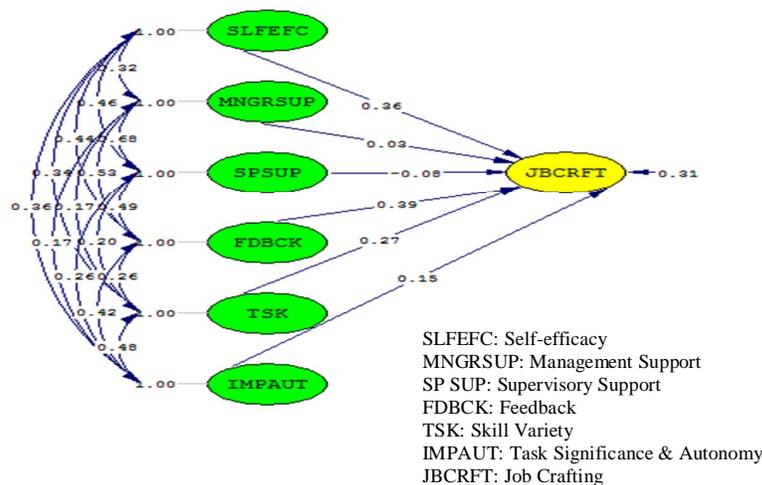
5.3. Measurement Model

For the verification of the model two step approach by Anderson and Gerbing (1998) has been used. According to this approach, prior to testing the hypothesized structural model, first the research model needs to be tested to reach a sufficient goodness of fit indexes. After obtaining acceptable indexes it can be proceed with structural model. As a result of the measurement model, 7 latent and 48 observed variables were found. Observed variables were consist of 15 items related to job crafting, 8 items related to self-efficacy, 14 items related to perceived organizational support and 11 items related to job characteristics. The results of the measurement model were; x²: 1722.39; df: 985; x²/ df; 1.74; RMSEA: 0.055; IFI: 0.95; CFI: 0.95; NFI: 0.90; NNFI: 0.95. These values indicate that measurement model has been acceptable (Schermelleh-Engel et al., 2003: 52; Meydan and Şeşen, 2011: 37).

5.4. Structural Equation Model

After the measurement model was demonstrated as acceptable, the structural equation model was applied to verify hypotheses for the causal relationships in the research model. The results of the structural equation model were; x^2: 1097.10; df: 604; x^2/df: 1.81; RMSEA: 0.061; CFI: 0.96; IFI: 0.96; NFI: 0.92; NNFI: 0.95. These results indicate that structural model has been acceptable (Schermelleh-Engel et al., 2003: 52; Meydan and Şeşen, 2011: 37).

Figure 2.   Structural model and path coefficients

SLFEFC: Self-efficacy
MNGRSUP: Management Support
SP SUP: Supervisory Support
FDBCK: Feedback
TSK: Skill Variety
IMPAUT: Task Significance & Autonomy
JBCRFT: Job Crafting

According to the results of structural equation model, the path parameter and significance levels show that self-efficacy belief has a positive and significant effect on employees' job crafting *(γ=0.36; t-value=4.90)*, so H1 hypothesis was supported. However, dimensions of perceived organizational support which are labelled as a management support *(γ=0.03; t-value=0.36)* and supervisory support *(γ=-0.08; t-value=-0.99)* have no significant effects on job crafting, thus H2b and H2a hypothesis were not supported. In addition, it is found out that, skill variety *(γ=0.27; t-value=3.36)* and feedback *(γ=0.39; t-value=4.23)* which are considered as a components of job characteristics have positive and significant effects on job crafting. Thus, H3a and H3c hypothesis were supported. On the other hand, one of the dimension of job characteristics task significance & autonomy *(γ=0.15; t-value=1.58)* has no significant effect on job crafting so H3b hypothesis was not supported. In this regard, it is possible to express that self-efficacy beliefs of employees and some job characteristics such as feedback and skill variety can be considered as an antecedents of job crafting. Moreover, research results indicate that self-efficacy is the significant predictors of employees to customize their jobs than the other determinants.

6. Conclusion and Implications

Today's working life requires employees to use their capacities and abilities more than ever due to the changing conditions such as globalization, high competition, innovations and the increasing demands. However, it is seen that unpredictable and variable conditions have changed the nature of works in organizations. Nowadays, works are intense, complex, uncertain, strain, variable, interconnected and cognitive demand rather than psychical demand. Therefore, employees need to have some skills, characteristics and abilities to fulfill their duties and overcome their responsibilities. Especially, in the hotel industry, the nature of work is quite dynamic because of the heavy workloads, long working hours, stressful roles, complicated process, immediate and rapidly changing demands and etc. Accordingly, hotel establishments desire to attain and retain employees who can challenge with these circumstances. Since success of hotel establishments depend on the proactive attitudes and behaviors of employees towards to customers while delivering service and meet their needs, proactive behaviors become an important topic in the service process area. Job crafting is considered as a crucial proactive behavior in the hotel industry which comprise of playing an active role shaping aspects of job according to the individuals preferences, abilities and needs. In this context, employees who design their jobs and work roles in the existing conditions, they both gain success for themselves and their organizations.

Due to the job crafting importance on both employees and organizations, it is seen that managers and researchers emphasize that how it can be performed in organizations and also they began to investigate its antecedents and outcomes. According to the previous studies in the literature, it is indicated that there are crucial individual and organizational antecedents of job crafting. Therefore, this study aims to investigate some individual and organizational antecedents of job crafting. From the individual perspective self-efficacy is examined as one of the specific personality traits. However, perceived organizational support and job characteristics have included within the scope of organizational antecedents. As a result of the research findings, it has been obtained that the self-efficacy beliefs of employees positively affect the job crafting; thus H1 hypothesis is supported. That is to say, self-efficacy can be considered as an antecedent of employees' job crafting behavior within the scope of hotel establishments. In addition, it has been observed that the level of self-efficacy beliefs of the employees was relatively high, which shows that they have a capability and confidence about their abilities to perform work roles effectively, take on more tasks and set higher goals. Therefore, it can be said that self-efficacy is one of the vital traits that hotel employees needed to have to handle the higher demanding working conditions.

In this study, when perceived organizational support and job characteristics were examined as organizational antecedents of job crafting, it has been found that dimensions of perceived organizational support, which are labelled as supervisory support and management support, have no significant effect on job crafting. Thus, H2a and H2b hypotheses are not supported. Besides, some of the job characteristics dimensions have significant effect on job crafting. Skill variety and feedback effect employees' job crafting positively so H3a and H3c hypotheses are supported. On the other hand, task significance and autonomy have no significant effect on job crafting; thus, H3b hypothesis is not supported. According to these results, it can be inferred that the hotel employees are required to have different skills and talents to get over intense and complex working conditions. However, due to these individual characteristics, they feel confidence to perform their work roles effectively that may lead them to have a tendency of changing aspects of the job regarding to the customer demands. Moreover, when hotel employees perceive feedback from their colleagues and managers, they gain self-confidence to customize their jobs or not. Conversely, it is possible to express that perception of employees' autonomy and significance levels with their jobs do not affect the

job crafting behaviors of the participants' within the scope of this research. According to these results, it can be interpreted that in the hotel industry, since the job roles of employees are planned and include standard duties compared to the other work groups such as doctors, advocacy, academicians and etc. they perceive less task significance and autonomy. Furthermore, due to the great majority of the research sample composed of service employees rather than administrative employees, their autonomy and significance levels relatively low. Therefore, it can be said that hotel employees do not have a tendency of making any changes in relation with their jobs.

Theoretical Implications

In the literature, there are some studies related to individual and organizational antecedents of job crafting. However, there are not any researches existing in the literature investigating the relationships among perceived organizational support, job characteristics and self-efficacy within the scope of antecedents all together. Furthermore, studies with job crafting and its antecedents are relatively scant in the hospitality industry. Therefore, this study aims to add several contributions to the theory by exploring the relationships among these variables and determining the antecedents of job crafting. However, this study reveals the importance of job crafting on hotel employees and it shows which factors can be considered for job crafting in the hotel establishments.

Managerial Implications

The results of the study are significant for the management of the hotels in terms of emphasizing the role of job crafting. Since the job crafting plays an important role fulfilling customers' demands and needs, managers have to employ individuals who can behave in a proactive manner. In this context, it can be said that hotel establishments or managers need to attract and retain employees who can behave proactively in work process and exhibit job crafting behaviors willingly. However, according to the results of the study, it is needed to employ individuals who have self-efficacy in the hotel industry. Due to the self-efficacy fosters employees to customize their jobs; it becomes an important factor for managers to pay attention to this personality trait in the recruitment process. Therefore, it is possible to express that carrying out job crafting effectively depends on individual traits and behaviors of employees. Another implication of this study is presenting the necessity of designing and implementing human resources policies and procedures which facilitate employees to customize their jobs. In addition, managements of the hotel establishments have to give an importance to the empowerment practices to provide employees the opportunity of designing their jobs. Moreover, results of the research show that some of the job characteristics of employees such as skill variety and feedback lead them to exhibit job crafting behaviors, so it is needed to improve the skill variety and feedback process in hotel establishments.

Limitations and Future Research

One of the limitations of this study is including only four hotels located in one of the cities of Turkey. Therefore, the results of this study cannot be judged to be representative of all establishments in the hospitality industry of Turkey. Accordingly, the results of the study are valid only for the hotel establishments included in this study. For future studies, it is recommended that the research model can be tested with larger samples or in other service sectors such as travel agencies, health or logistics and the results can be compared. However, since the job crafting as considered also an important behavior for managers and supervisors in particular, the data from the managers/supervisors can be collected and the results can be compared. Moreover, the research model can be designed by adding some other individual and organizational variables within the scope of antecedents of job crafting. For example, from the individual perspective some antecedents such as proactive personality, big five personality traits, self-confidence can be investigated. In addition, human resource management policies, empowerment practices, mentoring and coaching also may be examined as organizational antecedents in the future studies.

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