

THE EFFECTS OF ORGANIZATION BASED SELF-ESTEEM AND PROACTIVE PERSONALITY ON RELATIONSHIP BETWEEN TIGHT AND LOOSE ORGANIZATIONAL CULTURES AND JOB CRAFTING*

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ABSTRACT

The aim of this study is to examine the effect of organizational culture on job crafting within the scope of its structural dimensions, while investigating the role of predictive approach and organization-based self-esteem in this effect. Since each variable of the study is explained within the scope of self-regulation theory, it contributes to the literature. 655 data were collected by questionnaire method in this study. According to the findings of the study, organizational culture affects job crafting. In this effect, organization-based self-esteem plays a partial mediator role, while proactive personality takes a partial moderator role. These results of the study showed that managers and human resources managers should pay attention to the structure of the organization in order to craft the jobs of the employees. In addition, this study emphasizes that the human resources unit should not ignore the self-esteem and proactive personality structure of the working individuals on the basis of the organization.

Keywords: Job Crafting, Tight and loose Organizational Culture, Organization Based Self-Esteem, Proactive Personality.

Jel Codes: D23, J23, L20.

1. INTRODUCTION

As individual differences come to the fore, researchers have begun to realize the importance of employees in designing the job. Job crafting, based on job design theory, refers to changes in the job that employees make in order to improve the job for themselves (Bruning and Campion, 2018). For this reason, job crafting is seen as attempts to do a job in order to make employees' personal tendencies, skills and competencies more suitable (Bunocore, Gennaro, Russo and Salvatore, 2020). There are many antecedent variables of job crafting (Petrou, Demerouti, Peeters, Schaufeli and Hetland, 2012; Wingerden, Derks and Bakker, 2017), which is conceptualized as the ability of employees to do the job

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better with their resources. One of them is organizational culture. This structure can have many operational and structural contexts. In this study, organizational culture is discussed in the context of tightness and looseness. Also, in the context of tightness and looseness, organizational culture constitutes the contexts of norms, structural contexts such as similarity or difference in organizational culture. For this reason, looking at organizational culture in terms of tightness and looseness will contribute to the theory and literature of relative organization (Gelfand, Nishii and Raver, 2006).

Individuals can consciously change their current situation in order to achieve certain goals, such as a career. In other words, individuals with proactive personality structure may have the ability to consciously craft the conditions around them according to their own work situations. Regardless of the conditions, proactive personality on the basis of predictive approach means not contenting with what one has, but obtaining more resources (Omondi, K'Obonyo, Muindi and Odock, 2019). It can be said that this personality structure is related to the self-esteem of individuals within the organization. Accordingly, proactive personality may be related to organization-based self-esteem, which is seen as a personal valuation. Organization-based self-esteem is expressed as a structure that reflects what individuals think about their own selves (Gardner, Huang, Niu, Pierce and Lee, 2014; Pierce, Gardner, Cummings and Dunham, 1989). For this reason, it is thought that organization-based self-esteem and proactive personality, known as competence and predictive structure, can play an active role in the effect of organizational culture on job crafting in the context of tightness and looseness.

The main purpose of this study is how organizational culture is related to job crafting in the context of tightness and looseness; To discuss how organization-based self-esteem and proactive personality affect the relationship in question within the framework of self-regulation theory and to fill the gap in the literature with the findings of an empirical research.

2. LITERATURE REVIEW

2.1. Job Crafting

Job crafting, which is thought to increase performance and productivity in organizations, includes an employee's effort to make their job more suitable for their preferences and competencies (Leana, Appelbaum & Shevchuk, 2009). This concept represents crafting that can change the levels of contribution that support personal development, such as decreasing the impact of job demands and job-related costs, and job resources to achieve job-related goals (Bell and Njoli, 2016; Costantini, Demerouti, Ceschi and Sartori, 2019; Demerouti, Soyer, Vakola and Xanthopoulou, 2020; Mäkikangas, 2018; Shin, Hur and Kim, 2018; Tims, Bakker and Derks, 2012; Tims, Bakker and Derks, 2013; Tims, Bakker and Derks, 2014; Petrou and Xanthopoulou, 2021; Wong, Škerlavaj and Černe, 2016; Wrzesniewski and Dutton, 2001). It can be said that job crafting, which is emphasized as the shaping of the employee on their job, is based on resource-based behavioral theories. Resource-based behavior theory argues that the capacity and potential of the employee can be positively developed with the

orientation to internal factors. Therefore, job crafting is the formatting of resources and demands in the job in the most appropriate way to increase performance (Bakker, Demerouti and Verbeke, 2004; Demerouti, Bakker and Halbesleben, 2015; Lee and Eissenstat, 2018; Vegchel, Jonge and Landsbergis, 2005). In addition to resource-based behavior theory, job crafting can also be explained by self-regulation theory. Within this theory, job crafting focuses on the ability of self-controlled individuals to improve their jobs (Gardner et al., 2014). The self-regulation approach based on control theory provides a self-regulation that is believed to be useful in the analysis of human behavior. In this theory, it is emphasized that in order for people to maintain control over their own job, they should renew their self-control resources and be creative (De Stobbeleir, Ashford & Buyens, 2011; Kühnel, Bledow and Feuerhahn, 2016). It has been observed that this theory has been associated with variables such as career, job choice, personality structures and sense of self-identity in recent years (Johnson, Lanaj and Barnes, 2014). However, in this study, it is argued that the theory in question constitutes the theoretical basis of the concept of job crafting with the basis of innovation and creativity (Wallace and Chein, 2006).

Job crafting that provides job performance is examined under four sub-dimensions (Tims & Parker, 2019). These sub-dimensions are: increasing structural job resources, increasing social job resources, decreasing hindering job demands and increasing challenging job demands. It is thought that people who craft their own job within these four sub-dimensions have certain codes that differ between the cultures they live in and are affected by these codes. These culture codes form the basis for determining whether a particular job design form is more appropriate and meaningful than others (Erez, 2010). For this reason, it is thought that organizational culture plays an important role in job crafting.

2.2 Organizational Culture in the Context of Tightness and Looseness

One of the main factors affecting the behavior of people in working life is organizational culture. This organizational culture can be sized in many ways according to different perspectives. However, in order to better understand the situational context and structural interactions that express the interactions of organizational culture, it is necessary to examine organizational culture in the context of tightness and looseness (Gelfand et al., 2006; Shin, Hasse and Schotter, 2016). It is seen that organizational culture is based on Tightness-Looseness theory in a situational and structural context (Gelfand et al., 2006; Pelto, 1968). According to this theory, in tightness organizational cultures, norms are clear, individuals have to conform to group values, and tolerance for deviation is minimal. In looseness organizational cultures, it is stated that tightness cultures have the opposite structure (Carpenter, 2000). It can be said that the tightness and looseness dimensions of organizational culture are also based on the theory of self-regulation on a theoretical basis. According to self-regulation theory, traditional control mechanisms such as job descriptions, standard procedures, and performance appraisal systems may be weak in controlling an organization's culture. In other words, it can be difficult to control an organization's culture with standard definitions and procedures. Self-regulation can play an auxiliary role in controlling organizational systems and maintaining self-control activities (Ashford and Tsui,

1991). For this reason, the structure of an organization in the context of tightness-looseness can be effective in crafting the job of individuals in the organization (Wrzesniewski and Dutton, 2001). As stated in the explanations made so far, organizational culture is examined in the context of tightness and looseness in the study. For this reason, "Organizational Culture in the Context of Tightness and Looseness", which is one of the main variables of our study, will be expressed as "Organization Culture" in discussion, method and all other stages.

A tightness organizational culture may prevent individuals from defining their own task and being creative in their tasks (Chua, Roth, and Lemoine, 2015). In other words, high organizational culture in the context of firmness can decrease job crafting. A high degree of looseness can increase job crafting. Accordingly, the tight or loose structure of the organization that the employees are in can increase the job resources of the employees that require autonomy in actions such as abilities, skills and learning (Tims et al., 2012). In other words, while job crafting is expected to have a negative relationship with organizational culture in the context of tightness; In the context of looseness, a positive relationship is expected. In this context, the first hypothesis of the study was formed in order to reveal that organizational culture has a significant effect on job crafting.

H₁: Organizational culture has a significant effect on job crafting.

In tightness cultures, compared to looseness cultures, behaviors are clearly defined and individuals have to conform to these behavioral patterns. In looseness cultures, it is ensured that the environment is created in such a way that the individual can freely choose their own choices. This organizational culture structure allows individuals to take initiative (Carpenter, 2000). In this context, the opposite can be expected in tightness cultures. This situation can affect the personal characteristics, experiences and individual behaviors of individuals. In particular, it is thought that the organizational culture of the individual may affect the characteristics and individual behaviors of the individuals (Gelfand et al., 2006). For this reason, it can be said that the personal character structure of the individual can play an important role in this relationship. One of the concepts based on an individual's personal characteristics is organization-based self-esteem.

2.3. Organization-Based Self-Esteem

Organization-based self-esteem, which is desired to be high in businesses, is based on the self-esteem of the individual in the organizational environment (Neves, Pires and Costa, 2020). Organization-based self-esteem can be explained with the theory of self-regulation within the framework of the argument that it is related to the attitudes and behaviors of employees in coordination. According to the self-regulation theory, the individual's self-reflection within the organization can be seen as the execution of verbal and behavioral bonds in the structure of self-control. Self-regulation is seen as a useful tool in the conceptualization and analysis of human behavior. For this reason, the theory in question provides a basic framework for the evaluation of the employee against their job and the

formation and development of organizational-based self-esteem in this direction (Gardner et al., 2014; Pierce, Gardner, Dunham and Cummings, 2017). Individuals with high organizational-based self-esteem are seen as employees who focus on acting in line with their values and organizational principles (McAllister and Biegley, 2002). In the literature, it is stated that organizational-based self-esteem, which is formed around one's job and organizational experiences, can create motivation mechanisms with its supervisory role that can affect performance (Sun, Pan and Chow, 2014). Self-esteem, that is, the self-esteem of the individual, plays the leading role in the formation of this motivation mechanism. It is thought that organization-based self-esteem, which is considered as a personality structure, may be related to organizational culture (Pelto, 1968). Carpenter (2000), who argues that organization-based self-esteem is related to both cultural tightness and cultural looseness, stated that self-esteem is less in interdependent tightness cultural structures and more pronounced in looseness cultural structures. In other words, tightness organizational cultures can reduce organization-based self-esteem; looseness organizational cultures can increase organization-based self-esteem. In this context, the second hypothesis of the study was formed on the basis of the effect of organization-based self-esteem on organizational culture.

H₂: Organizational culture has a significant effect on organization-based self-esteem.

Organization-based self-esteem can increase the effects of different contextual variables and play an important role in directing individual behaviors (Neves et al., 2020; Scott, Shaw and Duffy, 2008). Thus, enhanced personal control of the employee can be completed by job crafting, which is seen as a shift in job demands and job resources. To put it more clearly, when each employee crafts their work to meet their own skills and preferences, disruptions and lack of coordination within the organization may not occur (Leana et al., 2009; Lin and Law, 2016). In other words, high organizational-based self-esteem can increase job crafting. In this study, it is argued that job crafting (Tims and Parker, 2019) related to the individual's organization of their job to better suit their needs and preferences will activate the organizational-based self-esteem of the employees. Based on this reason, the third hypothesis of the study was formed on the effect of organization-based self-esteem on job crafting.

H₃: Organization-based self-esteem has a significant effect on job crafting.

Individuals with low organizational-based self-esteem may have a suspicious approach towards themselves and their work compared to individuals with high self-esteem. In addition, individuals with low organizational-based self-esteem may be less competent in fulfilling their jobs due to higher stress (McAllister and Biegley, 2002; Pierce et al., 2017; Wu, Lyu, Kwan and Zhai, 2019). For this reason, organization-based self-esteem can affect the positive and negative behaviors of employees, as well as increasing social job resources. It can be thought that organization-based self-esteem may be a factor in this way, especially in the effects of organizations with a culture of deviant and tight behavior on social job resources (Kim and Beehr, 2017). In this context, the tight or loose culture of the employee may

increase the challenging job demands, while organizational-based self-esteem may play a mediating role in this relationship (Norman, Gardner and Pierce, 2015). In this context, the H₄ hypothesis was created to reveal the mediating effect of organization-based self-esteem in the effect of organizational culture on job crafting, based on the reasons for the creation of the H₂ and H₃ hypotheses.

H₄: Organization-based self-esteem has a mediating role in the effect of organizational culture on job crafting.

Organization-based self-esteem is a basic personality competence that has a positive effect on outcome variables such as job satisfaction, organizational commitment and organizational citizenship, takes into account the situational context and develops on the basis of organizational needs. Therefore, organization-based self-esteem shows that job creation is directly related to individual creativity and if this level is high, it will affect job performance (Choi, 2019; Yoon, Kwon, Kim and Min, 2020; Wrzesniewski and Dutton, 2001). Defining job crafting as self-initiated change with the personal resources of the employee, Tims et al. (2012) revealed that this concept is related to personality structures. In other words, personality can be a key variable in job crafting. Proactive personality is one of the most basic personality structures and seen as predictive.

2.4. Proactive Personality as a Moderator Variable

The proactive personality, focused on the future and change, is characterized by self-report and influencing universal change (Crant and Bateman, 2000; Li, Jin and Chen, 2020). Individuals with a low proactivity tendency are reactive and passive. While the reactive personality is content with what they have; proactive personality predictor (Seibert, Crant and Kraimer, 1999). For this reason, it is believed that the difference of proactive personality from reactive personality can be explained more clearly with the theory of self-regulation. Self-regulation theory emphasizes that order and control can be created by individuals in organizations on their own, based on foresight (Tsui & Ashford, 1994). Proactive personality has many processes. One of these processes is job crafting. Job crafting, which can be seen as changing the scope of one's own work as a proactive process or acting creatively in one's own work, can shape the structural positions of employees in the organization (Berg, Wrzesniewski and Dutton, 2010; Fong, Tims, Khapova and Beijer, 2020). Therefore, Li et al. (2020) argue that proactive personality is significantly associated with job crafting. It has been observed that employees with a proactive personality tend to increase their job resources (Plomp, Tims, Khapova, Jansen and Bakker, 2016). Accordingly, it is predicted that proactive personality can increase the level of welfare with a predictive approach in line with the individual's own initiative (Li et al., 2020). An employee's proactive personality can be influenced by social resources, including colleagues around them (Harju, Kaltiainen and Hakanen, 2021; Tims et al., 2012). In this context, the H_{5a} hypothesis was created to examine the effect of proactive personality on the variables in the H₁ hypothesis, which was created as a result of the literature review of the study.

H_{5a}: Proactive personality has a moderator role in the effect of organizational culture on job crafting.

Employees in an organization can create their jobs in a more proactive manner, and their work experiences satisfying and engaging (Vogel, Rodell and Lynch, 2016). The creation of the employee's job may depend on the employee's self-esteem towards the organization. Organization-based self-esteem can reflect the self-perceived value individuals have as members of the organization acting in an organizational context (Omondi et al., 2019; Pierce et al., 1989). In addition, the individual's self-esteem in the organization and the structure of the organization's culture may be related to the individual's foresight and positive emotions in a sense. For this reason, the H_{5b} hypothesis of the study was created to measure the moderating effect of proactive personality on the effect of organizational culture on organization-based self-esteem in the context of tightness and looseness.

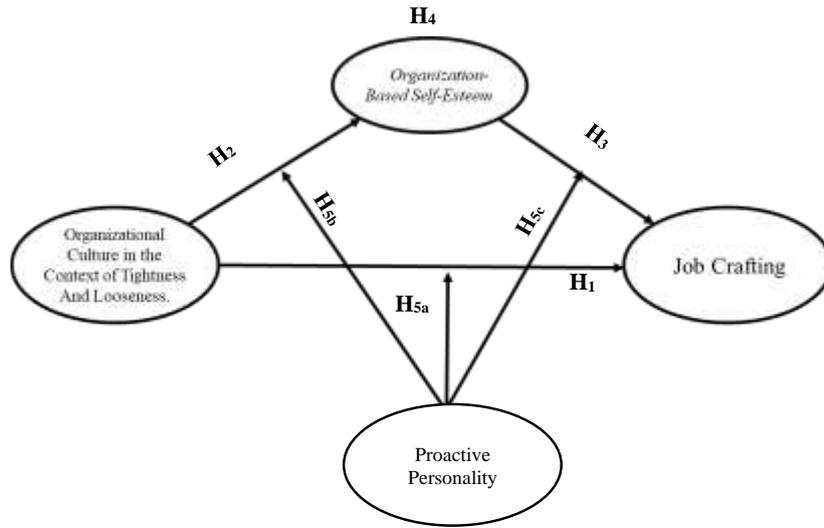
H_{5b}: Proactive personality has a moderator role in the effect of organizational culture on organization-based self-esteem.

Proactive people include behaviors that tend to create an environment conducive to personal success and effective performance in the workplace (Li, Liand and Crant, 2010; Thompson, 2005). In this process, attention is paid to how employees act according to their own preferences, values and skills (Tims et al., 2012). In this context, the harmony of proactive personality, organization-based self-esteem and job crafting can be increased. (Tims et al., 2012; Zhang, Wang and Shi, 2012). Therefore, proactive personality can provide a clearer understanding of the harmony between these variables (Lam, Lee, Taylor and Zha, 2018; Liao, 2013; Zhang and Parker, 2018). Individuals with low self-esteem attach more importance to achieving their goals than those with high self-esteem. It is thought that in structures that value goals, the demands for challenging the individual, such as developing projects, following developments, and undertaking additional duties without compensation, will increase (Berg et al., 2010; Pierce et al., 2017). In this framework, it is thought that proactive personality, which is based on personality structures, will play a moderator role in the effect of organization-based self-esteem with job crafting. In this context, the H_{5c} hypothesis of the study was formed.

H_{5c}: Proactive personality has a moderator role in the effect of organization-based self-esteem on job crafting.

The model of the study is shown in Figure 1 within the framework of the theoretical and conceptual justifications explained so far.

Figure 1. Research Model



3. METHODOLOGY

3.1. Sample and Measures

In this study, a quantitative approach was adopted and data were obtained from 655 active employees with the convenience sampling method. 52% of the participants were male and 48% were female; 6% are primary/secondary school, 22% high school, 12% associate degree, 44% bachelor's degree and 16% master/PhD. degree. Again, 56% of the participants are private sector employees and 44% are public employees. The analysis of the data collected within the scope of the study was made in AMOS 29 and SPSS 26 package programs. This study were used 4 scales: (1) *Job Crafting Scale*: This scale was developed by Tims et al. (2012) and Çetin, Güner Kibaroğlu and Basım (2021) adapted into Turkish. The job crafting scale consists of 4 sub-factors and a total of 21 questions. The scale in question consists of 5-point Likert type questions, (2) *Organizational Culture in the Context of Tightness and Looseness Scale*: This scale was developed by Gelfand et al. (2011) and Özeren (2011) adapted into Turkish. This scale is a one-dimensional 6-items cultural tightness and looseness scale was used. The scale consists of 5-point Likert type questions, (3) *Organization-Based Self-Esteem*: Organization-Based Self-Esteem was developed by Pierce et al. (1989) and Güner Kibaroğlu (2022) adapted into Turkish. This scale is a one-dimensional and 10-items. The scale consists of 5-point Likert type question and (4) *Proactive Personality*: This scale was developed by Bateman and Crant (1993), and it was adapted into Turkish by Güner Kibaroğlu (2022). This scale is a one-dimensional and 10-items. The scale consists of 5-point Likert type questions.

3.2 Reliability and Validity Analysis of Scales

When the reliability and validity analysis results of the scales are examined, in Table 1, the reliability score of the scale in question is 70.8% if the fourth item S4 (Our organization/company employees are largely free in deciding how they want to behave in most cases) from the organizational

culture scale in terms of tightness and looseness. It is seen that there is no need to remove items from other scales. Again, although the reliability results in the same Table are higher than the 70% value accepted by the literature (Fraenkel, Wallen and Hyun, 2012), this criterion alone is not sufficient for internal consistency. Necessary conditions were checked to ensure that the factor load values were equal to 0.40 and/or greater than 0.40, the AVE value was equal to and/or greater than 0.50, and the CR coefficient was 0.70. and/or high). In addition, internal consistency of all scales used in the study is ensured (Fornell and Larcker, 1981). In addition to these, test fit values ($\chi^2/df < 3$, RMSEA $< .08$, CFI $> .90$, GFI $> .95$ and TLI $< .90$) were used to analyze the validity levels of the scales in Table 1. In this context, it is seen that the scales are valid since the fit values of the scales are at acceptable levels (Schermelleh-Engel, Moosbrugger and Müller, 2003).

Table 1. Reliability and Validity Results of the Scales

Scale	Items	Reliability						Validity				
		(α)	FL	AVE	CR	CITC	DCA	χ^2/df	RMSEA	CFI	GFI	TLI
Organizational Culture in the Context of Tightness and Looseness	S1	.708	.671	.510	.710	.450	.666	1.350	.023	.998	.998	.994
	S2		.562			.558	.624					
	S3		.514			.553	.621					
	S4		.331			.215	.708					
	S5		.684			.311	.721					
	S6		.621			.468	.659					
Organization-Based Self-Esteem	S7	.902	.630	.552	.901	.674	.891	2.855	.053	.989	.984	.977
	S8		.671			.735	.886					
	S9		.692			.698	.889					
	S10		.644			.704	.889					
	S11		.670			.569	.898					
	S12		.641			.661	.892					
	S13		.741			.629	.894					
	S14		.721			.728	.887					
	S15		.762			.636	.893					
	S16		.714			.537	.899					
Job Crafting	S17	.763	.712	.521	.861	.474	.861	2.811	.053	.935	.929	.924
	S18		.721			.490	.860					
	S19		.673			.450	.861					
	S20		.721			.523	.859					
	S21		.524			.362	.864					
	S22		.674			.348	.866					
	S23	.680	.402			.862						
	S24	.742	.691			.362	.864					
	S25		.700			.400	.862					
	S26		.721			.370	.865					
	S27		.582			.424	.862					
	S28		.611			.470	.860					
	S29		.632			.456	.860					
	S30	.809	.611			.429	.861					
	S31		.583			.503	.859					
	S32		.673			.469	.860					
	S33		.594			.589	.857					
	S34		.604			.540	.858					
S35	.820		.634	.544	.857							
S36		.593	.486	.859								
S37		.540	.640	.854								
S38		.701	.674	.891								
Proactive Personality	S39	.902	.721	.504	.861	.735	.886	3.006	.068	.977	.978	.954
	S40		.570			.698	.889					
	S41		.642			.704	.889					
	S42		.633			.569	.898					
	S43		.684			.661	.892					
	S44		.642			.629	.894					
	S45		.670			.728	.887					
	S46		.611			.636	.893					
	S46		.580			.537	.899					

(α): Cronbach Alpha, FL; Factor Loading, AVE; Average Variance Extracted, CR; Composite Reliability, CITC: Confirmed Item Total Correlations, DCA: Cronbach Alpha Coefficient if Item Deleted, χ^2/df : Ratio of chi-square value to degrees of freedom, RMSEA: Root mean square of estimation error, CFI: Comparative fit index, GFI: goodness fit index TLI: Tucker Lewis index.

4. RESEARCH FINDINGS

First of all, the relationships between the variables used in the study were examined. In Table 2 created in this context, the relationship between organizational culture and job crafting which is the sub-dimension of increasing structural job resources is in the same direction, moderately and significantly ($r=.332^{**}, p<0.01$); is the sub-dimension of decreasing hindering job demands is in the same direction, moderate and significant ($r=.334^{**}, p<0.01$); is the sub-dimension of increasing social job resources is in the same direction, moderate and significant ($r=.338^{**}, p<0.01$); and the sub-dimension of increasing challenging job demands in the same direction, moderate and significant ($r=.371^{**}, p<0.01$) relationship (Cohen, 1988). In other words, there is a statistically significant and moderately significant relationship between organizational culture and job crafting. In addition, a moderate and significant relationship in the same direction was observed between organizational culture and organization-based self-esteem ($r=.421^{**}, p <0.01$). In other words, there is a statistically significant and moderately significant relationship between organizational culture and organization-based self-esteem. Moreover, the relationship between organization-based self-esteem and job crafting which is the sub-dimension of increasing structural job resources is in the same direction, high and significant ($r=.681^{**}, p<0.01$); is the sub-dimension of decreasing hindering job demands is in the same direction, moderate and significant ($r=.409, p<0.01$); is the sub-dimension of increasing social job resources is in the same direction, weakly and significant ($r=.254^{**}, p<0.01$); and the sub-dimension of increasing challenging job demands in the same direction, moderate and significant ($r=.421^{**}, p<0.01$) relationship (Cohen, 1988). In this context, there is a statistically significant relationship between organization-based self-esteem and job crafting.

Table 2. Correlation Values Between Variables

Variables	(1)	(2)	(3)	(4)	(5)	(6)
Increasing Structural Job Resources	1					
Decreasing Hindering Job Demands	.348**	1				
Increasing Social Job Resources	.304**	.255**	1			
Increasing Challenging Job Demands	.534**	.343**	.507**	1		
Organizational Culture in the Context of Tightness and Looseness	.332**	.334**	.338**	.371**	1	
Organization-Based Self-Esteem	.681**	.409**	.254**	.449**	.421**	1

** $p<0,01$

Regression analysis was performed to measure the effect between variables. The results of the regression analysis are shown in Table 3.

Table 3. Effect Values Between Variables

Model	R	R ²	Adjusted R ²	ANOVA		Standardized Coefficients	t	p	
				F	P	Beta			
1	a1	.332 ^a	.110	.109	81.073	.000 ^b	.332	26.340/9.004	.000
	a2	.234 ^a	.055	.053	37.741	.000 ^b	.234	16.784/6.143	.000
	a3	.238 ^a	.057	.055	39.141	.000 ^b	.238	17.787/6.256	.000
	a4	.271 ^a	.073	.072	51.695	.000 ^b	.271	17.232/7.190	.000
2	.421 ^a	.231	.219	140.753	.000 ^b	.421	20.708/11.864	.000	
3	a1	.681 ^a	.464	.463	565.495	.000 ^b	.681	15.487/23.750	.000
	a2	.409 ^a	.167	.166	131.004	.000 ^b	.409	9.596/ 11.446	.000
	a3	.254 ^a	.064	.063	44.914	.000 ^b	.254	11.043/6.702	.000
	a4	.449 ^a	.202	.201	165.271	.000 ^b	.449	9.812/12.850	.000

Model 1: a. Dependent Variable: (1) Increasing Structural Job Resources, (2) Decreasing Hindering Job Demands, (3) Increasing Social Job Resources, (4) Increasing Challenging Job Demands

b. Predictions: (Constant): Organizational Culture in the Context of Tightness and Looseness

Model 2: a. Dependent Variable: Organization-Based Self-Esteem

b. Predictions: (Constant): Organizational Culture in the Context of Tightness and Looseness

Model 3: a. Dependent Variable: (1) Increasing Structural Job Resources, (2) Decreasing Hindering Job Demands, (3) Increasing Social Job Resources, (4) Increasing Challenging Job Demands

b. Predictions: (Constant): Organization-Based Self-Esteem

As seen in Table 3, organizational culture in Model 1 explained increasing structural job resources by 11% (R²: 0.110), decreasing hindering job demands by 5.5% (R²: 0.055), increasing social job resources by 5.7% (R²: 0.057) and increasing challenging job demands by 7.2% (R²:0.072). The remaining rates can be explained by other variables. Again, in Table 3, as a result of the statistical findings of the study, it was seen that the p value (0.000) was less than 0.05 at the 95% confidence level. According to this result, the H₁ hypothesis was supported. In other words, it has been determined that organizational culture has a significant and moderately significant effect on job crafting. In Model 2, organizational culture explained organizational-based self-esteem by 23.1% (R²: 0.231). The remaining ratio can be explained by other variables. In this context, H₂ hypothesis was supported since the p value (0.000) was less than 0.05 as a result of the statistical findings of the study. In other words, organizational culture has an effect on organization-based self-esteem. This effect is in the same direction and is moderately significant. In Model 3, organizational-based self-esteem increases explained increasing structural job resources by 46.4% (R²: 0.464), decreasing hindering job demands by 16.7% (R²: 0.167), increasing social job resources by 0.64% (R²: 0.064), increasing challenging job demands by 20.2% (R²: 0.202). The remaining rates can be explained by other variables. In this context, the H₃ hypothesis was fully supported as a result of the statistical findings of the study. In other words, organization-based self-esteem has an impact on job crafting. These results are supported by some studies in the literature: Rattrie et al. (2019) work on job demands-resources (JD-R) theory and culture structures supports the relationship between organizational culture and job crafting. Uz (2015), who also researches organizational culture in the structural context in the literature; In his study on culture in the context of

tightness and looseness for 68 countries, he concluded that there is a positive and the same relationship between the personality, behavior and essence of the individual in the structural context of culture. The study by Elster and Gelfand (2020) with 38.924 participants in 24 countries shows that organizational culture can be effective on various behaviors in people's lives, which are reflected in personal values in a structural context. Moreover, examining the concept of organization-based self-esteem as a mediating variable, Chan et al. (2012), in their study with 686 participants, revealed that organization-based self-esteem plays a mediating role between different variables. In addition to these, Loi et al. (2020)'s empirical study on hotel employees is also similar to the finding in our study that organization-based self-esteem is related to job shaping in the same direction.

Within the scope of the study, the mediating role of organization-based self-esteem in the effect of organizational culture on job crafting was examined. In order to reach the cause and result effect, unlike the mediation effect causal steps approach suggested by Hayes (2018) and suggested by Baron and Kenny (1986), the method based on the Bootstrap technique was used instead of the traditional method. In this method, how the relationship between X and Y variables occurred and/or in which situations the relationship between X and Y occurred was analyzed using the IBM SPSS macro software PROCESS. Table 4 shows the results of the analysis of the effect values.

Table 4. Mediation Effect Values

Model	Effect Coefficient			Total Effect			Direct Effect			Indirect Effect	
	T.I.	D.I.	I.E.	LLC I	ULC I	p	LLCI	ULC I	p	Boot LLCI	BootUL CI
Y:ISJR X:TLO C M:OBS E	.2789	.0464	.2325	.2181	.3397	.0000	-.0056	.0983	.0802	.1851	.2842
Y:DHJ D X:TLO C M:OBS E	.2488	.0797	.1691	.1692	.3283	.0000	-.0024	.1618	.0571	.1271	.2165
Y:ISOJ R X:TLO C M:OBS E	.2669	.1787	.1882	.1831	.3506	.0000	.0877	.2697	.0580	.0463	.1333
Y:ICJD X:TLO CM:OB SE	.2945	.1078	.1866	.2140	.3749	.0000	.0259	.1898	.0100	.1382	.2380

T.I: Total Effect, D.I: Direct Effect, I.E: Indirect Effect

As seen in Table 4 there was observed to effect that organizational culture in the context of tightness and looseness (TLOC) is between increasing structural job resources (ISJR) 4.6%, decreasing hindering job demands (DHJD) 7.9%, increasing social job resources (ISOJR) 17.8% and increasing

challenging job demands (ICJD) 10.7%. The indirect effect was between TLOC and ISJR 4.6%, DHJD 7.9%, ISOJR 17.8% and ICJD 10.7%; With organization-based self-esteem mediating this effect, the effect values were observed as 23.2%, 16.9%, 18.8% and 18.6%, respectively. In other words, organization-based self-esteem increases the effect between organizational culture and job crafting. Again, when BootLLCI and BootULCI values in Table 4 are examined, it is observed that organizational-based self-esteem is fully mediated in the effect of organizational culture on increasing structural job resources, decreasing hindering job demands and increasing social job resources; It has been seen that organizational culture is a partial tool of organization-based self-esteem in the effect of increasing challenging job demands. In this context, the H₄ hypothesis was partially supported as a result of the mediation, since the analysis of job crafting sub-dimensions one by one requires the scale to be directly proportional to the structure. In the light of these findings, “Organization-based self-esteem plays a partial mediating role in the effect of organizational culture on job crafting.” can be said. Although there is no study in the literature dealing with this interaction, the findings are indirectly compatible with the results of the study conducted by Kim and Beehr (2017) on 347 full-time employees.

In order to test the H_{5a}, H_{5b}, H_{5c} hypotheses created in the study, the moderating effect of proactive personality among the variables was analyzed (Table 5). According to the results of the analysis, while the proactive personality plays a moderating role in the effect of organizational culture on increasing the structural job resources (Int_1= .0313; p<0.05), decreasing hindering job demands (Int_1= .8752; p<0.05), which is one of the sub-dimensions of job crafting.) did not play a moderating role in increasing social job resources (Int_1= .7038; p<0.05) and increasing challenging job demands (Int_1= .6377; p<0.05). The moderating role of proactive personality (Int_1= .0058; p<0.05) was observed in the effect on job crafting. Also Table 5 also shows the effect of organization-based self-esteem on job crafting (Int_1= .0081, .0198, .0375, .0479; p<0.05) proactive personality has a moderating role. In this context, H_{5a} hypothesis of the study was partially supported, while H_{5b} and H_{5c} hypotheses were fully supported. It was seen that these results were supported by the literature (Li et al., 2020; Sun, Wang, Zhu, and Song, 2020).

Table 5. Analysis Results on the Moderation Role of Proactive Personality

Model (Mediation Proactive Personality)		Beta	se	t	P	LLCI	ULCI
TLOC -> ISJR	Int_1	-.0772	.0358	-2.1581	.0313	-.1474	-.0070
TLOC-> DHJD	Int_1	.0086	.0549	.1571	.8752	-.0325	.1165
TLOC-> ISOJR	Int_1	.0219	.0576	.3804	.7038	-.0913	.1351
TLOC-> ICJD	Int_1	-.0228	.0484	4.5816	.6377	-.1178	.0722
TLOC-> OBSE	Int_1	-.1150	.0416	-2.7666	.0058	-.1966	-.0334
OBSE-> ISJR	Int_1	-.0906	.0341	-2.6581	.0081	-.1574	-.0237
OBSE-> DHJD	Int_1	.1367	.0585	2.3365	.0198	.0218	.2515
OBSE -> ISOJR	Int_1	.0131	.0637	.2052	.0375	-.1119	.1381
OBSE-> ICJD	Int_1	.0356	.0525	.6782	.0479	-.0675	.1386

5. RESULTS/CONCLUSION

Today, companies and their managers strive to achieve effective and efficient results. It is considered that the different structures and processes created by the organizational culture can be effective in crafting the jobs. In this study, it was revealed that organizational culture affects job crafting. In other words, the context of the structure in which the organization is located can affect job crafting. In addition, within the scope of the study, it was seen that organizational culture has an effect on organization-based self-esteem. This result emphasizes the importance of managing employees and creating a sense of self in terms of organizational culture. In other words, an increase in organizational culture in the context of tightness will decrease the organization-based self-esteem, while an increase in the context of looseness will increase the organization-based self-esteem. At the same time, the decrease in organizational culture in terms of tightness and looseness can reduce organization-based self-esteem. In addition, job crafting may decrease when organization-based self-esteem decreases. In addition to these, it is seen that organization-based self-esteem plays a mediating role in the effect of organizational culture on job crafting. However, the point of interest here is that organization-based self-esteem sometimes has a partial and sometimes a full mediator effect in the effect of organizational culture on each sub-factor of job crafting. It is thought that this variability may be due to the difference in the occupation, age and/or experience of the participants. Moreover, in the results of the study, it was seen that the moderator effect of proactive personality differed between the variables included in the study. It is considered that this situation may be due to the diversity of education levels of the participants.

The findings that emerged within the scope of the study showed that job crafting, which is seen as a connector of the outputs in the same direction, is affected by the tightness and looseness in the organizational culture as an important dimension in explaining and predicting many types of social behavior. As a result of a better understanding of job shaping, this study may contribute to predict the successors of outcome variables that are difficult to measure, especially intrinsic motivation, performance and organizational commitment. In addition, the results of the study showed that the crafting of jobs, the structure of organizational culture, organization-based self-esteem and proactive personality are important in terms of an organization's performance and human resource management.

One of the limitations of the research is that the data were collected only from Ankara and Eskişehir within the framework of time and cost constraints. In addition, since a social desirability scale was not created, the assumption that participants gave correct and realistic answers can be expressed as a limitation. These limitations should be taken into account in the evaluation of the results.

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KATKI ORANI / CONTRIBUTION RATE	AÇIKLAMA / EXPLANATION	KATKIDA BULUNANLAR / CONTRIBUTORS
Fikir veya Kavram / <i>Idea or Notion</i>	Araştırma hipotezini veya fikrini oluşturmak / <i>Form the research hypothesis or idea</i>	Gamze GÜNER KİBAROĞLU (Ph.D.) Prof. H. Nejat BASIM (Ph.D.)
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Veri Toplama ve İşleme / <i>Data Collecting and Processing</i>	Verileri toplamak, düzenlenmek ve raporlamak / <i>Collecting, organizing and reporting data</i>	Gamze GÜNER KİBAROĞLU (Ph.D.) Prof. H. Nejat BASIM (Ph.D.)
Tartışma ve Yorum / <i>Discussion and Interpretation</i>	Bulguların değerlendirilmesinde ve sonuçlandırılmasında sorumluluk almak / <i>Taking responsibility in evaluating and finalizing the findings</i>	Gamze GÜNER KİBAROĞLU (Ph.D.) Prof. H. Nejat BASIM (Ph.D.)
Literatür Taraması / <i>Literature Review</i>	Çalışma için gerekli literatürü taramak / <i>Review the literature required for the study</i>	Gamze GÜNER KİBAROĞLU (Ph.D.) Prof. H. Nejat BASIM (Ph.D.)

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