

Original Article

## The Relationships between Organisational Identification, Job Performance, and Job Crafting: A Study Among Nurses

**Feride Eskin Bacaksiz, PhD RN**

Research Assistant, Florence Nightingale Faculty of Nursing, Department of Nursing Administration, Istanbul University, Istanbul, Turkey

**Rujnan Tuna, PhD RN**

Assistant Professor, Faculty of Health Sciences, Department of Nursing, Istanbul Medeniyet University, Istanbul, Turkey

**Arzu Kader Harmanci Seren, PhD RN**

Assistant Professor, Florence Nightingale Faculty of Nursing, Department of Nursing Administration, Istanbul University, Istanbul, Turkey.

**Correspondence:** Feride Eskin Bacaksiz, PhD RN Research Assistant, Florence Nightingale Faculty of Nursing Department of Nursing Administration, Istanbul University, Abide-i Hürriyet Caddesi, 34381 Sisli, Istanbul, Turkey. E-mail: eskin.f@gmail.com feride.eskin@istanbul.edu.tr

### Abstract

**Backgrounds:** Concepts aimed at increasing the performance of nurses, who play a key role in delivery of healthcare services, have an importance in increasing the efficiency of organisations.

**Objective:** This study was performed to define organisational identification, employee-nurse performance and job crafting levels of nurses, as well as socio-demographic characteristics that affecting these concepts and the correlations between the concepts.

**Methods:** The data were collected from 240 nurses that work in Istanbul between March-May 2015. The data collection tool involved an information form and four scales. The data were analysed by using psychometric, descriptive, comparative and correlational analyses in the IBM SPSS Statistics 21.00.

**Results:** Positive, highly significant and moderately strong correlations were determined between all concepts. While the highest correlation was found between organisational identification and employee performance ( $r=0.631$ ,  $p<0.001$ ), lowest correlation was found between job crafting and employee performance ( $r=0.512$ ,  $p<0.001$ ). There was a statistically significant difference in terms of organisational identification according to institution and position ( $p<0.001$ ), educational level and tenure at the hospital ( $p<0.01$ ). There was also a statistically significant difference between job crafting behaviours according to the type of institution ( $p<0.001$ ) and educational level ( $p<0.05$ ); between nurse performance according to the type of institution ( $p<0.01$ ) and educational level ( $p<0.001$ ); and lastly, between employee performance and the type of institution ( $p<0.001$ ).

**Conclusions:** It could be recommended to develop and apply working environments and managerial strategies that would increase the performance of nurses, integrate them with organisation and improve their job crafting.

**Keywords:** Nurses, Organisational identification, Job crafting, Job performance, Nurse performance.

### Introduction

In today's gradually increasing competition conditions, organisations intend to have a better use of the "human" factor and provide an advantage by this way. While organisations

demand a higher performance from employees; employees expect better working conditions and support.

Being defined as employees' feeling as a part of organisation and establishing a psychological bond

with the organisation; organisational identification is the leading one among many outputs that are desired by organisations as a desire of remaining in the organisation in good times and in bad times (Mael & Ashforth, 1992; Meyer & Allen, 1997; Scott & Lane, 2000).

The researchers who have sought a solution for enhancing the performance of employees have conducted numerous studies in different sectors for the purpose of determining the effects of identification on performance (Frone & Finn, 2004; Riketta, 2005; Carmeli et al., 2007; Walumbwa et al., 2008). It is indicated that personnel identifying with their organisation and considering themselves a part of organisation make a greater effort for conducting the business, consider themselves a representative of organisation both inside and outside and prioritise the benefits of organisation in all their decisions (Miller et al., 2000); and one of the most important outputs of organisational identification is performance (Riketta, 2005; Riketta & Van Dick, 2005).

Individuals identify with organisations for meeting the need of belonging and decreasing the uncertainty. Organisations, on the other hand, intend to strengthen the member identification as they believe that identification would have a positive effect on performance of employees. Thus, organisational identification has become an important variable for organisational behaviour studies. The correlation between organisation and employees affects the attitudes and behaviours of individuals. It is indicated that organisational identification has a positive correlation with organisational performance and organisational citizenship behaviours and a negative correlation with labour turnover rate and cease of employment tendency (Ashforth & Mael, 1989; Dutton et al., 1994).

One of the concepts that directly and positively affect the employee performance is job crafting. Job crafting is a behavioural change that starts spontaneously for increasing the job skills and motivation of employees and integrating their goals with the job (Berg et al., 2010; Wrzesniewski & Dutton, 2001). Even though the concept of job crafting was revealed by Wrzesniewski and Dutton (2001), it was mentioned by Kulik et al. (1987) for

the first time 20 years ago. Job crafting could take many forms. Firstly, employees may change their directions concerning their tasks and the content of those tasks. Secondly, employees may change the direction of their social relations concerning the job as colleagues or service receivers. These changes that are started spontaneously may contribute employees to work more efficiently in the work environment. And thirdly, employees may extend the cognitive aspect of their work in order to strengthen it (Wrzesniewski & Dutton, 2001).

Job crafting is a planned and professional, in other words a proactive work behaviour. Change in proactive behaviour occurs spontaneously at the request of employees (Parker & Collins, 2010). The most important characteristic of proactive behaviour is that it is associated with performance indicators. The most important characteristic of job crafting that separates it from other proactive behaviours is that the primary goal of the employee is to extend the content of work and increase their motivation (Tims et al., 2012). In addition, job crafting decreases the work stress of employees and provides a more motivating and healthy work environment (Berg et al., 2013; Grant, 2007). As a consequence, job crafting contains changes made for maintaining a balance between the expectations and desires of employees despite the work environment and existing resources (Tims & Bakker, 2010).

As job crafting increases the personal and organisational performance; managers have focused on creating resources and a convenient environment for revealing job crafting. For instance, the communication of a nurse with patients outside of her tasks increases the motivation and job satisfaction of the employee.

As a consequence, job crafting is closely related to job satisfaction, motivation and performance (Grant, 2007; Rosso et al., 2010) and it has started to be used for making an individual's work experience meaningful. In short, job crafting not only gives meaning to the work, but also changes employees' thoughts, relations and briefly everything about the work (Crum & Langer, 2006).

For that reason, employees are primarily required to extend their perceptions about their work. For instance, Bunderson and Thompson (2009)

conducted a study at a zoo with personnel who were in charge of cleaning the cages of animals and feeding them and determined that the personnel perceived themselves as responsible for the safety and care of animals, which increased their morale concerning the work. Another point is that job crafting enables employees to focus on a satisfying point concerning the work rather than having a general approach (Oettingen et al., 2001).

It is important to define the phenomenon that affect the organisational identification, performance and job crafting of nurses, who constitute a great part of the health sector, keep in touch with patients and their relatives for 24 hours and are affected by a number of positive and negative factors caused by the work environment, and reveal the correlation between them.

## Methods

### Study Objective

The objective of this study was to determine organisational identification, job crafting, and performance levels of nurses, reveal the personal and occupational features affecting them and define the correlations between these concepts. Based on this objective; answers were sought for the following research questions.

1. How are the perceptions of the nurses regarding organisational identification, job crafting and performance levels?
2. Do the socio-demographic and occupational characteristics of the nurses cause a significant difference on their organisational identification, job crafting, and performance levels?
3. Is there a correlation between organisational identification, job crafting, and performance levels of the nurses?

### Population and Sample of the Study

Population of this descriptive, correlational and cross-sectional study consisted of nurses working at totally five hospitals in Istanbul as; a public university hospital, a foundation university hospital, a private hospital and two research and training hospitals of public hospital union. The data of the study were obtained from 240 nurses, who agreed to participate in the study, via convenience sampling method.

### Ethical Considerations

In order to conduct the study, an ethical approval was received from the Istanbul University Cerrahpaşa Medical Faculty Clinical Trials Ethics Committee. Additionally, permissions were obtained from the scales' authors via e-mails and from the institutions, where the study was conducted, via official letters. Informed consent was received from those who were voluntary to participate in the study.

### Data Collection and Data Collection Tools

The data of the study were collected by conducting with nurses at the aforementioned hospitals between March and May 2015. The data collection tool consisted of five parts.

#### *Introductory Information Form*

Prepared for determining the personal and occupational characteristics of nurses; the form consists of seven questions about age, gender, educational background, unit and position of work, and total duration of working in institution and profession.

#### *Organisational Identification Scale*

Being originally developed by Mael and Ashford (1992); the scale was adapted into Turkish by Tak and Aydemir (2004). Turkish form of the scale consists of 6 items in single factor and the internal consistency coefficient is 0.88. This scale is 5-point Likert type and its statements are rated from "strongly agree" to "strongly disagree".

#### *Job Crafting Scale*

It was developed by Tims et al. (2012) for assessing the job developing behaviours. The scale consists of totally 21 items in four subscales (increasing structural job resources, increasing social job resources, increasing challenging job demands, decreasing hindering job demands). Tims et al. (2012) reported that the internal consistency coefficients of the subscales of the scale varied between 0.85 and 0.82. Items in the scale are scored in 5-point Likert type scale and while "strongly agree" is 5 points, "strongly disagree" is 1 point.

#### *Employee Performance Scale*

Being combined by Erdoğan (2011) out of scales, which were developed by Kirkman and Rosen

(1999); Fuentes-Fuentez et al. (2004), and Rahman and Bullock (2004), and adapted into Turkish; the Performance Scale consists of two subscales as employee performance and institution performance. Only the subscale of employee performance, which consists of 7 items and has an internal consistency coefficient of 0.94 was used in this study. Items in the scale are scored in 5-point Likert scale and while “strongly agree” is 5 points, “strongly disagree” is 1 point.

### **Nurse Performance Scale**

Original version of this scale, which was developed by Greenslade and Jimmieson (2007) for measuring the performance of nurses, has two dimensions involving items that affect performance directly and indirectly. While the dimension of direct performance consists of totally 23 items in four subscales, the dimension of indirect performance consists of totally 18 items in also four subscales. Items are scored in 7-point Likert scale and while the highest score is 7, the lowest score is 1. The scale was adapted by Harmancı Seren et al. (2016, in press) into Turkish and is in the phase of printing.

### **Data Analysis**

The data were analysed in the IBM SPSS Statistics 21.00 (İstanbul University licensed) packaged software by using descriptive analyses (number, percentage, mean, and standard deviation), parametric (One way ANOVA, independent samples student t-test) and non-parametric (Mann Whitney U) comparison analyses, correlational analyses (Pearson Product-Moment Correlation) and internal consistency analysis (Cronbach alpha).

### **Results**

Table 1 shows distributions of the personal and occupational descriptive characteristics of nurses who participated in the study. Majority of the participants were female (94.6%), aged 30 and younger (56.4%), bachelor (62.1%) and work in the public sector (75.9%), at in-patient services (88.8%) in the position of nurse (85.4%). The participants mostly have an experience of 5 years and below (53.8%) in institution and an experience of 6 years and above in profession (62.5%).

Table 2 shows the results of analyses concerning the mean scores obtained by the nurses from

organisational identification, job crafting, nurse performance and employee performance scales, as well as internal consistencies of measurements and the correlations between the concepts. While examining the results in Table 2; it was observed that internal consistencies of the measurements obtained from the participants varied between 0.78 and 0.95 and the lowest mean score was obtained from the organisational identification scale. When examining the correlations between the concepts, on the other hand; it was determined that all the correlations were positive, moderately strong and statistically very significant. While the strongest correlation was observed between organisational identification and employee performance ( $r=0.631$ ,  $p<0.001$ ); the weakest correlation was observed between job crafting and employee performance ( $r=0.512$ ,  $p<0.001$ ).

Table 3 shows the comparison results of the mean scores obtained by the nurses from the scales according to their socio-demographic characteristics. When examining Table 3; it was observed that especially the type of institution caused statistically significant differences for all four concepts. It is also seen that position, total duration of working in institution and education caused a significant difference in organisational identification levels of nurses; whereas, institutional experience caused a significant difference in job crafting behaviours and finally; education caused a significant difference in the performance of nurses. Mean scores obtained by the nurses, who were working at private hospitals, from all four scales were higher than nurses working at university hospitals and ministry hospitals. Even though organisational identification levels of manager nurses were higher than bedside nurses; being a manager did not cause a statistically significant difference in terms of the other concepts ( $p>0.05$ ).

Organisational identification levels and job crafting behaviours were higher in nurses who worked in institution for six years and above than nurses who worked for five years and below; however, duration of working in institution did not cause a statistically significant difference in terms of nurse and employee performance ( $p>0.05$ ).

Lastly, the nurses with undergraduate and higher education had higher organisational identification

and performance levels; however, the variable of education did not cause a statistically significant difference in terms of job crafting behaviours and employee performance ( $p < 0.05$ ).

**Table 1: Personal and occupational descriptive characteristics of the participants (N=240)**

		<b>n</b>	<b>%</b>
Gender	<b>Female</b>	<b>227</b>	<b>94.6</b>
	Male	13	5.4
Age (LV=19, HV=52, MV=31.95±7.54)	<b>≤ 30</b>	<b>135</b>	<b>56.2</b>
	31 ≥	105	43.8
Education	High School	26	10.8
	Associate	24	10.0
	<b>Bachelor</b>	<b>149</b>	<b>62.1</b>
	Postgraduate	41	17.1
Instution	<b>Ministry</b>	<b>182</b>	<b>76.2</b>
	Private	58	23.8
Unit	<b>Services</b>	<b>213</b>	<b>88.8</b>
	Special services	27	11.3
Position	<b>Staff</b>	<b>205</b>	<b>85.4</b>
	Manager	35	14.6
Tenure (in instution) (LV=1, HV=33, MV=8.11±7.92)	<b>≤ 5 years</b>	<b>129</b>	<b>53.8</b>
	≥ 6 years	111	46.3
Tenure (in profession) (LV=1, HV=33, MV=10.29±8.14)	<b>≤ 5 years</b>	90	37.5
	≥ 6 years	<b>150</b>	<b>62.5</b>

LV= Lowest Value, HV= Highest Value, MV= Mean Value

**Table 2: Measurements obtained from the scales, their internal consistencies and the correlations between the concepts (N=240)**

	<b>M</b>	<b>SD</b>	<b>A</b>	<b>OI</b>	<b>JC</b>	<b>NP</b>	<b>EP</b>
<b>OI</b>	3.45	1.06	0.95	1			
<b>JC</b>	3.93	0.70	0.92	0.542*	1		
<b>NP</b>	5.74	0.77	0.95	0.592*	0.600*	1	
<b>EP</b>	3.96	0.61	0.78	0.631*	0.512*	0.619*	1

M= Mean, SD= Standard Deviation,  $\alpha$ = Cronbach's Alpha, OI= Organizational Identification, JC= Job Crafting, NP= Nurse Performance, EP= Employee Performance \*  $p < 0.001$

**Table 3:** Comparison of measurements obtained from the scales according to the socio-demographic characteristics of the participants (N=240)

		<b>n</b>	<b>OI</b>	<b>JC</b>	<b>NP</b>	<b>EP</b>
			<b>M±SD</b>	<b>M±SD</b>	<b>M±SD</b>	<b>M±SD</b>
<b>INSTUTION</b>	University	125	3.91±0.68	5.67±0.77	3.35±0.95	3.89±0.58
	Private	58	4.18±0.59	6.14±0.63	4.08±0.86	4.24±0.50
	Ministry	57	3.73±0.79	5.46±0.73	3.04±1.21	3.81±0.69
	<i>Test and significance</i>		<b>F=16.878</b> <b>p&lt;0.001***</b>	<b>F=9.242</b> <b>p&lt;0.001***</b>	<b>F=6.410</b> <b>p=0.002**</b>	<b>F=13.448</b> <b>p&lt;0.001***</b>
<b>POSITION</b>	Staff	205	3.90±0.70	5.70±0.78	3.35±1.08	3.93±0.62
	Manager	35	4.13±0.72	5.98±0.68	4.06±0.69	4.11±0.56
	<i>Test and significance</i>		<b>z=3.606</b> <b>p&lt;0.001***</b>	z=1.758 p=0.079	z=1.648 p=0.099	z=1.905 p=0.057
<b>GENDER</b>	Female	227	3.95±0.70	5.75±0.76	3.45±1.07	3.96±0.61
	Male	13	3.64±0.64	5.45±0.93	3.53±1.10	3.80±0.65
	<i>Test and significance</i>		z=0.157 p=0.875	z=-0.918 p=0.358	z=-1.847 p=0.065	z=-1.183 p=0.237
<b>UNIT</b>	Services	213	3.95±0.70	5.76±0.73	3.43±1.08	3.98±0.62
	Special units	27	3.78±0.74	5.55±1.00	3.63±0.92	3.79±0.57
	<i>Test and significance</i>		z=0.554 p=0.579	z=-1.756 p=0.079	z=-1.034 p=0.301	z=-1.024 p=0.306
<b>TENURE</b> <b>(in instution)</b>	≤5 years	129	3.89±0.78	5.72±0.81	3.28±1.19	3.88±0.67
	≥6 years	111	3.98±0.59	5.76±0.73	3.65±0.86	4.05±0.53
	<i>Test and significance</i>		<b>t=-2.810</b> <b>p=0.005**</b>	<b>t=-2.156</b> <b>p=0.032*</b>	t=-0.969 p=0.334	t=-0.388 p=0.698
<b>TENURE</b> <b>(in profession)</b>	≤5 years	90	3.90±0.77	5.71±0.84	3.31±1.14	3.91±0.66
	≥6 years	150	3.95±0.66	5.75±0.73	3.34±1.01	3.98±0.59
	<i>Test and significance</i>		t=-1.542 p=0.125	t=-0.967 p=0.334	t=-0.504 p=0.615	t=-0.424 p=0.672
<b>EDUCATION</b>	High school or associate	50	3.65±0.69	5.62±0.79	3.09±1.16	3.83±0.73
	Bachelor or postgraduate	190	4.01±0.69	5.77±0.76	3.55±1.02	3.99±0.58
	<i>Test and significance</i>		<b>t=-2.718</b> <b>p=0.007**</b>	t=-1.407 p=0.164	<b>t=-3.305</b> <b>p=0.001**</b>	t=-1.197 p=0.232

M= Mean, SD= Standard Deviation,  $\alpha$ = Cronbach's Alpha, OI= Organizational Identification, JC= Job Crafting, NP= Nurse Performance, EP= Employee Performance \*p<0.05, \*\*p<0.01, \*\*\*p<0.001

Furthermore, it was observed that gender, unit of work and total duration of working in profession did not cause a statistically significant difference in any concept ( $p < 0.05$ ) (Table 3).

### **Discussion**

As a result of this study, which was conducted for the purpose of determining the organisational identification, job crafting, and performance levels of nurses, revealing the personal and occupational characteristics that affected them and defining the correlations between these concepts; it was determined that all the correlations between organisational identification, job crafting and employee performance were positive, moderately strong and statistically very significant. While the strongest correlation was observed between organisational identification and employee performance, the weakest correlation was observed between job crafting and employee performance. Additionally, there was a statistically significant difference between organisational identification and institution, position, educational level, and total duration of experience at the hospital; between job crafting behaviours and the type of institution and educational level; between employee performance and the type of institution and total duration of experience at the hospital; and lastly, between nurse performance and the type of institution.

In their study, Carmeli et al., (2007) suggested that organisational identification was effective on personal performance. Other studies presented results indicating lower cease of employment intentions and higher job performances in employees with higher organisational identification levels (Mael & Ashforth, 1992; Tyler, 1999). Furthermore, in another study of Carmeli et al., (2007); a positive significant correlation was determined between organisational identification and job performance. It was observed that personnel who were emotionally attached to organisation displayed a higher performance and they had fewer absenteeism and cease of employment possibilities (Meyer & Allen, 1997).

Literature involves no study on job crafting, organisational identification and employee performance; however, job crafting, which is closely associated with employee performance, can be evaluated as an expected situation to have a

positive correlation with organisational identification that has a positive effect on employee performance. In addition, it is stated that job crafting makes employees feel responsible for their own performance and consequently feel more motivated (Parker & Ohly, 2008). It is also reported that job crafting is closely related to job satisfaction, motivation and performance (Grant, 2007; Rosso et al., 2010).

Berg et al. (2010) revealed how employees perceived job crafting and adapt to it, and how this caused differences between individuals working in different positions. It was stated that employees working in higher positions considered job crafting as a natural expectation of their work and would adjust it as long as they were given a chance. On the other hand, it was reported that employees working in lower positions perceived job crafting as expectations of others from themselves and they could develop their skills with the help of other employees. It was concluded that while employees working in higher positions thought that they had a restricted freedom in terms of job crafting; employees working in lower positions felt more autonomous in terms of job crafting. As a consequence, occupational autonomy is not required for developing job crafting; on the other hand, it could pose a great psychological obstacle with increasing power.

In addition; the study results make us think that as the duration of working in institution and organisational support increase, organisational identification increases and this is directly associated with the concepts of employee performance and job crafting.

### **Conclusions**

Concepts aimed at increasing the performance of nurses, who play a key role in delivery of healthcare services, have an importance in increasing the efficiency of organisations. In this context, it could be recommended to develop and apply working environments and managerial strategies that would increase the performance of nurses, integrate them with organisation and improve their job crafting. It is also recommended to conduct further studies for revealing the correlation between the concepts of organisational identification and job crafting, which would increase the employee performance.

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