The Relationship between Job Crafting and Turnover Intention: The Mediating Role of Job Satisfaction and Organizational Commitment in the Private Sector Organizations in Riyadh

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Abstract

The objective of the study aims to examine whether job crafting, job satisfaction, commitment, and turnover behavior are related. The study was applied to the private sector employees at Al Riyadh, Saudi Arabia. The research samples involved 216 respondents, and the data was gathered via an online questionnaire and statistically analyzed using SPSS and Amos, where SPSS mainly used for statistical methods such as (standard deviation, mean, reliability analysis, and correlation analysis) and for AMOS (conformity factor analysis and path analysis). The study results clearly show that: (1) there is a positive correlation between job crafting and job satisfaction, (2) job satisfaction is clearly tied to organizational commitment, and (3) there is a negative link between job satisfaction and turnover intention, and finally, (4) organizational commitment is negatively related to turnover intention. These findings indicate that turnover intention may reduce by authorizing employees to bring on job crafting behavior, which ultimately will lead to employee satisfaction and commitment.

Keywords: *Job Crafting, Job Satisfaction, Organizational Commitment, Turnover Intention, Private Sector, Saudi Arabia.*

Introduction

Nowadays job Crafting plays a vital role in the organization's success due to the changing and unpredictable work circumstances especially, those that arise after the COVID-19 pandemic. This study aims to highlight the relationship between job crafting and turnover intention by using job satisfaction and organizational commitment as a mediator since this relationship is rarely studied by researchers. So, we aimed to overcome this Shortage in our study.

Individual employees have a significant role in helping the firm achieve its objectives. As a result, the firm strives to ensure that personnel are engaged, survive, and yet do not quit (Martin & Schinke, 1998). Moreover, the relationship that tie turnover with both work satisfaction and commitment was the most explored area. Much research has found a strong and negative link between employees' satisfaction, and commitment, with their intent to leave. (Yousef; Ahmed & Ahmed, 2016) the study showed a considerable impact on job satisfaction on the turnover intention by the presence of Organizational Commitment. Similarly,

the (Tarigan & Ariani, 2015) study reinforces the basic assumption that states, when employees are satisfied with their work and feel committed to the organization, they tend not to leave their organization.

Literature Review and Hypotheses Development

The Relationship between Job Crafting and Job Satisfaction

Job crafting, according to (Tims et al., 2012), is defined as the modifications employees make to better match their job resources and demands with their own needs and capabilities.it is an adaptive and pro-active process in which employees design their jobs by adding activities, emphasizing tasks to respond to unmet occupational callings, increasing task variety, and establishing a sense of identity (Berg et al., 2010). Whereas Job satisfaction is defined as an individual's supportive, optimistic, and enthusiastic atti-tude toward their own experience at work (Locke, 1976).it might include evaluations and attitudes toward a variety of factors, including job, income, advancement prospects, supervisor, and colleagues (Smith et al., 1969).In this study, we hypothesize that there is a relationship between job crafting and job satisfac-tion according to (Cheng & Yang, 2018) research frontline hotel employees in Taiwan show job crafting is positively related to job satisfaction. Thus, employees with greater job crafting opportunities can increase job satisfaction. Based on (Polatcl & Amp; Sobaci, 2018), teachers who are more flexible in their tasks and more effective in their decision-making processes will have higher job satisfaction, and this condition will improve educational quality which means that the job satisfaction of the teachers will increase when the opportunity of job crafting is given. Similarly (Oubibi; Fute; Xiao; Sun & Zhou, 2022) Findings indicate that teachers are encouraged to redesign their jobs whether physically, intellectually, or socially to ensure their career satisfaction. Moreover, (Ogbuanya & Chukwuedo, 2017) findings proved that job crafting is a notable significant predictor of work engagement, commitment, and work satisfaction. In the same manner, (Villajos, García-Ael & Topa, 2019) The findings show that job crafting dimensions can predict participants' job satisfaction and engagement. Job crafting is seen as a promising concept since it aids in the development of an employee's resilience as well as an improvement in job satisfaction in the workplace. It also entails task modification, in which an individual can remove or add responsibilities to alter the nature of his job. The idea behind job crafting is to improve an employee's well-being so that he can stay engaged and satisfied at work.

As a result, the following hypothesis is reached:

H1: Job crafting has a positive relationship with job satisfaction.

The Relationship between Job Satisfaction and Organizational Commitment

Organizational commitment is a state in which an employee feels loyal to the organization, accepts, and internalizes its goals and values of it, and is involved in the organization (Lambert et al., 2007). It is char-acterized by a strong belief in and acceptance of the organization's objectives and values, a willingness to exert considerable effort for the organization, and a strong desire to maintain membership of the organiza-tion (Mowday, Steers & Porter, 1979). As stated by Meyer and Allen (1991) identified three different forms of commitment (affective, continuance, and normative). Employees' emotional tie to the organization is referred to as affective commitment. Employees' realization of the benefits of continuous engagement with the organization vs the perceived cost of quitting the organization is referred to as continuous commitment. The employee's sense of obligation to stay with the organization is referred to as normative commitment.

According to (Huynh & Hua, 2020) Employees' organizational commitment is positively influ-enced by psychological capital and job satisfaction. Similarly, (Hassan Syed, Channa & Imamdin Khoso, 2021) finding showed that there is a clear positive affiliation between job satisfaction and organization-

al commitment. Moreover, (Mwesigwa; Tusiime & Ssekiziyivu's, 2020) study revealed that Leadership styles and work satisfaction are strongly related to organizational commitment in Ugandan public colleges. Likewise, (Karakus, Mehmet, Ustuner, Mehmet & Toprak, Mustafa's, 2014) study indicates that education supervisors view their organization to be more just, they become more satisfied with their jobs, resulting in higher levels of commitment and lower levels of burnout. Another study, which was carried out by (Bahjat Abdallah; Yousef Obeidat; Osama Aqqad; Khalil Al Janini & Dahiyat, 2017) showed that Organizational commitment and job satisfaction were positively related.

More important, (Koh & Boo, 2004; Koh & Boo, 2001; Jun et al., 2006) indicates that employee job satisfaction is significantly correlated with organizational commitment because job satisfaction is seen as an important aspect in the development of an employee's organizational commitment. As a result, the following hypothesis is reached:

H2: Job satisfaction has a positive relationship with organizational commitment.

The Relationship between Job Satisfaction and Turnover Intention

Employee turnover intention refers to a person's desire to leave a corporation (Aydogdu & Asikgil, 2011). in other words, The degree to which employees chose to leave their employers is referred to as turnover intention (Ma & Trigo, 2008). Since turnover intentions predict actual turnover, studies frequently emphasize turnover intentions instead of actual employee turnover (Mobley WH; Horner; Hollingsworth, 1978). One of the serious problems faced by the organization is turnover intention. Turnover intention is an individual's desire with full consciousness to leave the organization where these individuals work (Robbins & Judge, 2013).

According to (Begum; Ullah; Nahar, 2021) there is a negative relationship between job satisfaction and turnover intention. This means that the longer people are dissatisfied with their jobs, the more likely they are to leave. Furthermore, a recent empirical study (Kundi; Mughal; Albejaidi & Pasha, 2021) found that the factors of job satisfaction were significantly correlated with turnover intention. However, (Hu; Wang; Lan & Amp & Wu, 2022) suggest that effective measures can be adopted to maximize nurses' hope and job identity to improve job satisfaction and, as a result, lower the likelihood of turnover. (Matsumoto, M., & Gopal, B. 2019) conclude that the decision to quit a job early was affected by perceptions of solidarity and job satisfaction. Another study finding was carried out by (Tnay; Othman; Siong & Lim, 2013) disclose that the job satisfaction variable with the aspect of satisfaction with supervisory support and pay had fewer turnover intention. similarly, another author attempts to investigate the roots of job satisfaction and the finding revealed that Overall job satisfaction was substantially connected with job security, workplace conditions, compensations, work type, co-workers, career path advancement, surveillance, and management, based on the data. Only job stability, pay, and co-workers had a substantial effect on the intention to leave (Murrar & Hamad, 2013).

When employees are dissatisfied with their jobs and organizations lack belief in their employees, the potential of employee turnover increases, they left the organization, and the length of their employment decreases (Jeffrey, 2007).

As a result, the following hypothesis is reached:

H3: Job satisfaction has a negative relationship with turnover intention.

The Relationship between Organizational Commitment and Turnover Intention

According to (Hussain; Khan & Amp; Hussain, 2020) Organizational commitment is identified as a critical factor in lowering employee turnover. Employees who are more loyal to their organizations are less likely to leave those organizations. (Wei, Wentong, Wei, Wentong, et al., 2021) recently conducted a study to investi-

gate the relationship between organizational commitment and nursing staff turnover intention. The findings revealed a negative correlation between organizational commitment and turnover intention, meaning that organizational commitment is a significant predictor of nurse turnover intention. Similarly, an empirical study conducted by (Rawashdeh & Tamimi, 2019), verified a strong negative correlation between organizational commitment and turnover intention. In another study conducted by (Santoso, Arif Lukman, et al., 2018) the sample consisted of 326 auditors, the results showed that organizational commitment hurt auditor turnover intention. However, (Guzeller & Amp; Celiker, 2019) found via a meta-analysis that there is a moderate negative relationship among organizational commitment and employee intent to leave in the tourism and hospitality sector. In this context Individuals who have emotional attachments to their workplaces are less likely to leave. Meanwhile (Liu; Gyabeng; Joshua Atteh Sewu; Nkrumah & Dartey, 2019) concluded that employees who are more satisfied with their company's health and safety system are often more committed to it and have a low turnover rate.

As a result, the following hypothesis is reached:

H4: Job satisfaction has a negative relationship with organizational commitment.

Job Satisfaction as a Mediator between Job Crafting and Organisational Commitment

there is a study that validates the job satisfaction as a mediator between job crafting and organizational commitment and this study is carried by (Ogbuanya & Chukwuedo, 2017) looked for the mediating roles of work commitment and work engagement in the job crafting-job satisfaction relationship, and the finding showed Job crafting as a positive predictor of work engagement, commitment, and satisfaction.

H5: Job satisfaction mediates the relationship between Job Crafting and Organisational Commitment.

Job Satisfaction as a Mediator between Job Crafting and Turnover Intention

there is one recent study (Zhang & Li, 2020) examines the influence of job crafting, job satisfaction, and work engagement on employee turnover intention, and its findings indicate that the turnover intention of employees could be minimized by adapting job-crafting behaviours, and by enhancing job satisfaction and work engagement. Also, (Naasani; Alotaibi & Alothman, 2021) indicate that empowering employees by encouraging job-crafting behaviours could lower employee intent to leave. As a result, job satisfaction and engagement will eventually occur.

H6: Job satisfaction mediates the relationship between Job Crafting and turnover intention.

Organisational Commitment as a Mediator between Job Satisfaction and Turnover Intention

Since the work satisfaction, commitment, and turnover intention are considered among the important factors that predict the organizational success or failure, many studies examining the relation between them such as (Yousef; Ahmed & Ahmed, 2016) showed a considerable impact for Job Satisfaction on Turnover Intention by the presence of Organizational Commitment, and Intent to Stay as mediators' variables. Similarly, (Yücel, 2012). Results found out that job satisfaction is classified one of the strongest antecedents of organizational commitment as well as turnover intention and proposes that high degree of job satisfaction results in higher commitment and lower chance of turnover intention. Likewise, the (Tarigan & Ariani, 2015) study reinforces the basic assumption that states, employees who are satisfied with their workplace and feel committed to the organization, are less likely leave their organization.

H7: Organisational Commitment mediates the relationship between Job Satisfaction and Turnover Intention.
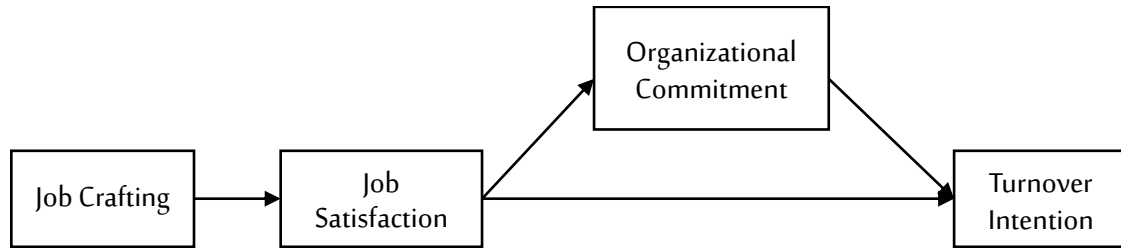
Research Model

Figure 1. The Research Model

Methodology

Sample and Data Collection

A questionnaire was created to collect the responses needed to meet the study's objectives. It was divided into two portions, the first of which dealt with respondents' demographic characteristics, such as gender, age, and years of service with the current employer. The second half featured questions regarding the study variables, or diverse dimensions of the job crafting, work satisfaction, commitment, and turnover intention and it consisted of 37 questions.

The study sample was composed of 213 respondents from the Kingdom of Saudi Arabia's private sectors and was collected through an online form questionnaire.

Measures

5-point Likert scoring system was used to collect the responses for the following behavioral variables:

Job Crafting: Job crafting was measured by (Petrou et al., 2012) 13-item shortened-Job Crafting Scale. This scale contains three sub-dimensions: seeking resources, seeking challenges, and reducing demands. An example item for seeking resources is "I ask others for feedback on my job performance". An example item for seeking challenges is "I seek additional tasks if I finish my work. "An example item for reducing demands is "I try to ensure that my work is emotionally less intense."

Job Satisfaction: job satisfaction was measured by (Cammann; Fichman; Jenkins; Klesh, 1983). 3-item shortened Job satisfaction. MOAQ, the Michigan Organizational Assessment Questionnaire, is a measure that involves three items, "In general, I don't like my job.", "All in all I am satisfied with my job." and "In general, I like working here."

Organizational Commitment: Organizational commitment shorter nine-item version scale generated by (Cook and Wall 1980), and three related dimensions are meant to be captured: (a) employees' identification (b) employee involvement (c) employee loyalty

Turnover Intention: the turnover intention was measured by the scale developed by (Mobley; Homer & Hollingsworth, 1978) and it involves three items: "I often think about quitting my present job", "I will probably look for a new job in the next year", "As soon as possible, I will leave the organization". Where, F and Y respectively denote the forecast value and the actual value of each variable considered, and the symbol α is the user-defined smoothing constant.

Data Analysis

We analyze the inputs through AMOS and SPSS, for SPSS, initially we examine the descriptive statistics for all variables, then Cronbach alpha has been calculated to see the reliability of job crafting, satisfaction, organizational commitment, and turnover intention scales. While for AMOS, we used it to conduct a path analysis and confirmatory factor analysis.

Results

Descriptive Statistics

In table1, the demographic variables showed that most of the respondents were females, with a percentage of 55.6% (N=120) and 44.4% were males. The ages of the respondents ranged from less than 20 years old 3.7%, between 21 and 29 years old 50.5%, between 30 and 39 years old 31.9%, between 40 and 49 years old 10.2%, and older than 50 years 3.7%.

Table 1. Demographic Characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	96	44.4
	Female	120	55.6
Age	Less than 20 years old	8	3.7
	Between 21 and 29 years old	109	50.5
	Between 30 and 39 years	69	31.9
	Between 40 and 49 years old	22	10.2
	Older than 50 years	8	3.7
Experience	Less than 5 years	97	44.9
	Between 5 and 10 years	71	32.9
	Between 10 and 15 years	27	12.5
	More than 15 years	21	9.7

lastly, for the experience distribution it was in the following manner: lesser than 5 years was 44.9%, from 5 years to less than 10 years was 32.9%, from 10 years to less than 15 years was 12.5%, and more than 15 years was 9.7%

Means, Standard Deviation and Correlation Analysis of Variables

Table 2 reveals the scores of the mean, standard deviations, and correlations. The mean results showed the following outcomes: Job Crafting achieved the highest mean score (3.914), Job Satisfaction with (3.497) mean score, while organizational commitment means score (3.353). Finally, the lowest mean score was (2.868) for turnover intention.

Table 2. Descriptive Statistics

Variables	Mean	Standard deviation	1	2	3
Job Crafting	3.91	0.76			
Job Satisfaction	3.50	1.07	0.54**		
Organizational Commitment	3.35	0.90	0.47**	0.85**	
Turnover Intention	2.87	1.31	-0.41**	-0.77**	-0.80**

Moreover, we used Pearson Correlation results to look over the hypotheses regarding the relationship among the job Crafting and job satisfaction, between work satisfaction and organizational commitment, as well as job satisfaction and turnover intention, and among organizational commitment and turnover intention, as seen in Table 2.

Based on the findings, there is a positive interaction between job Crafting and job satisfaction, with (r=0.537; p<0.01), and the ultimate significant relationship is between job satisfaction and organizational commitment with (r=0.846; p<0.01).

In contrast, we found a considerable negative relationship that combine job satisfaction and turnover intention with (r= -0.765; p<0.01). Similarly, there is a negative relationship between organizational commitment and turnover intention with (r= -0.795; p<0.01) which is considered the weakest correlation in our study.

Reliability Analysis

Table 3 represents the reliability analysis that is calculated for the following scales: job crafting, job satisfaction, organizational commitment, and turnover intention. The Cronbach's Alpha for each is as follows: job crafting scale 0.914, job satisfaction scale 0.750, organizational commitment scale 0.871, and turnover intention scale 0.906. According to these findings, the scales are considered acceptable and reliable.

Table 3. Cronbach's Alpha

Variables	Cronbach's Alpha	Number of Items
Job Crafting	0.91	13
Job Satisfaction	0.75	3
Organizational Commitment	0.87	9
Turnover Intention	0.91	3

Teasing Usefulness of Model and Hypothesis

According to table 5, The findings confirmed that job satisfaction and organizational commitment have a role as mediators in the link between job crafting and turnover intentions. Therefore, the results pinpoint that there is a positive association between job crafting and satisfaction (0.764). Furthermore, job satisfaction is positively linked to organizational commitment (0.712) and negatively correlated to turnover intention (-0.400). Finally, organizational commitment is negatively associated to turnover intention (-0.753).

The model fit results are summarized in Table 4. (CFI = 1, IFI =1.003, TLI = 1.009, x2/df = 0.282 or 0.868, RMSEA = .000, GFI=0.999, AGFI=0.997).

According to the previous indicators, our model fits the results adequately. This means that we have arrived at the best model that linked the relationships between the variables most appropriately and acceptably.

Table 4. Model Fit Results

Statistics	Results
CFI	1
IFI	1.003
TLI	1.009
X2/DF	
RMSEA	.000
GFI	0.999
AGFI	0.997

Table 5. Path Analysis

	Estimate	S.E.	C.R.	P Label
JS <--- JC	0.764	0.082	9.328	***
OC <--- JS	0.712	0.031	23.270	***
TI <--- JS	-0.400	0.091	-4.389	***
TI <--- OC	-0.753	0.108	-6.962	***
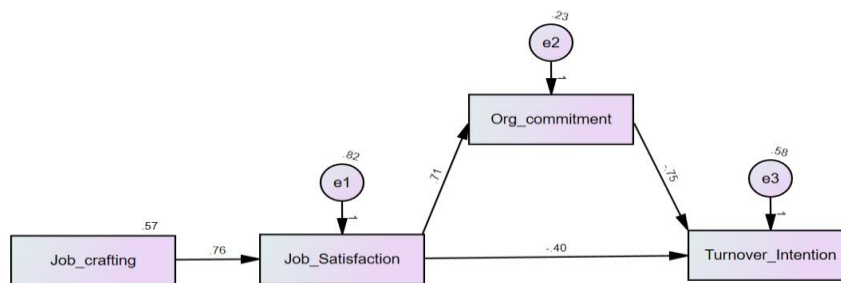
Figure 2. Standard Estimation conducted by AMOS

Discussion

The main objective of this paper was to investigate the effect of job crafting on turnover behaviour among private-sector employees in Riyadh, Saudi Arabia, and further ascertain the mediating impact of job satisfaction and organizational commitment on the job crafting-turnover intention relationship.

For the first hypothesis, crafting a job is considered an art as it helps to build the resilience of employees as well as increase job satisfaction in the workplace. It involves job redesign, where an employee can remove or add any responsibilities to change the nature of their role. The concept of job crafting is to enhance an employee's freedom so they can stay motivated and satisfied in their work. The positive relation between job crafting and satisfaction is approved by various studies (Cheng & O-Yang, 2018; Polatcl & Amp; Sobaci, 2018; Oubibi; Fute; Xiao; Sun & Zhou, 2022; Ogbuanya & Chukwuedo, 2017; Villajos; García-Ael & Topa, 2019).

For the second hypothesis, Employees that are satisfied and committed to their work are more productive, perform more effectively, and are more likely to go beyond their allocated responsibilities. The positive relation between job satisfaction and job organizational commitment is held up by various studies (Huynh & Hua, 2020; Hassan Syed; Channa & Imamdin Khoso, 2021; Mwesigwa; Tusiime & Ssekiziyivu, 2020; Karakus; Mehmet; Ustuner; Mehmet & Toprak; Mustafa, 2014; Bahjat Abdallah; Obeidat; Aqqad; Al Janini & Dahiyat, 2017).

For the third hypothesis, ensuring that employees are satisfied has many positive effects in the workplace including fewer turnover, less absenteeism, and better customer service. The negative interrelation between job satisfaction and turnover is reinforced by various studies (Begum; Ullah; Nahar, 2021; Kundi; Mughal; Albejaidi & Pasha, 2021; Hu; Wang; Lan & Amp; Wu, 2022; Matsumoto & Gopal, 2019; Tnay; Othman; Siong & Lim, 2013; Murrar & Hamad, 2013).

For the fourth hypothesis, Organizational commitment is critical in determining whether an employee will remain in the organization for a longer amount of time and work tirelessly to achieve the company's goals. The negative relationship among organizational commitment and turnover intention is reinforced by various studies (Hussain; Khan & Amp; Hussain, 2020; Wei, Wentong, Wei, Wentong, et al., 2021; Rawashdeh and Tamimi, 2019; Santoso, Arif Lukman, et al., 2018; Guzeller & Amp; Celiker, 2019; Liu; Gyabeng; Joshua Atteh Sewu; Nkrumah & Dartey, 2019).

For the fifth hypothesis, there is one study that supports the positive role of job satisfaction as a mediator between job crafting and organizational commitment relationship (Ogbuanya & Chukwuedo, 2017) study. On the other hand (Zhang & Li, 2020; Naasani; Alotaibi & Alothman, 2021) studies support the sixth hypothesis which investigates the role of work satisfaction as a mediator between job crafting and turnover intention and the results revealed a positive relation between job crafting and work satisfaction, and negative relation between work satisfaction and turnover intention.

For the seventh hypothesis, when the employees are satisfied, they will be more committed and eventually, their intent to leave will be reduced. The positive correlation between job satisfaction and organizational commitment and the negative correlation between organizational commitment and turnover intention have been supported by several studies such as (Yousef; Ahmed & Ahmed, 2016; Yücel, 2012; Tarigan and Ariani, 2015).

Limitation and Future Research

There are some flaws in this study. First and foremost, the sample size is small compared to other research in the literature, therefore it cannot be generalized to all organizations. Accordingly, future research needs to involve a larger sample of Participants. Second, the respondents in this survey are all from the private sector. So, we recommend targeting respondents from the non-private sector. Third, the sample was focused on Al Riyadh city employees, thus we suggest targeting another broader geographic area. Fourth, to attract an adequate number of participants to answer the questionnaire we used the shortened version of some measures.

Implications

The study aims to increase employers' awareness about how job crafting has a significant impact on a variety of employee behaviours such as satisfaction, commitment, and turnover. By using job crafting effectively we can improve employee satisfaction, and commitment, and reduce turnover intention. Therefore, some managerial implications are given as follows:

First, Employees should be allowed to craft their jobs and make their job challenging to match their current skills and abilities. This will make them more satisfied and committed while reducing their intent to leave.

Second, Job crafting could be an efficient tool to overcome an unfavourable working environment that faces employees by allowing them to redesign their job and allow them to choose their job resources.

Conclusion

The objective of the study was to examine whether job crafting, job satisfaction, commitment, and turnover intention are related, which the results confirmed and correspond to most previous studies. Due to the changing environment and unpredictable working circumstances, the importance of job crafting is increasing nowadays. Organizations should be aware that if an employee was able to redesign his tasks and have the autonomy to control his responsibilities, his satisfaction will increase, and eventually, the organizational efficiency and effectiveness will be enhanced. On the other hand, if the employee is satisfied, he will become more committed and loyal to the organization while his intent to leave will be decreased.

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