

Article

Psychological Empowerment and Job Crafting: Double Moderation of Sectoral Differences

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Abstract

This study investigates whether sectoral differences—defined by ownership structure and field of activity—moderate the relationship between psychological empowerment and job crafting within the frameworks of the Job Demands–Resources (JD-R) Model and Conservation of Resources (COR) Theory. In this context, a quantitative research method was employed, and cross-sectional data were collected through a survey of 202 employees in Türkiye. Appropriate analyses were performed using SPSS, AMOS, and PROCESS macro to test the research hypotheses. The findings revealed that psychological empowerment positively influences job crafting. While the public-private sector distinction did not moderate this relationship, the manufacturing-service sector distinction was found to have a moderating effect. Moreover, when evaluated together, sectoral differences also demonstrated a moderating effect on the relationship between psychological empowerment and job crafting. Therefore, the study concludes that enhancing employees' perceptions of psychological empowerment is essential for promoting proactive behaviors (such as job crafting) and that contextual factors (sectoral differences) should be taken into account when implementing such practices.

Keywords: psychological empowerment; job crafting; public-private sector difference; manufacturing-service sector**JEL:** D23, M10, L20

1. Introduction

Changes and transformations in market conditions and technological advancements have greatly affected business life and organizations. As the first quarter of the twenty-first century draws to a close, organizations are trying to renew their processes as well as their products and services, but they are having difficulty because they operate under intense competitive pressure (Khan et al., 2022). One major difficulty arises from the fact that organizational activities are still shaped by management-focused, one-size-fits-all job design strategies that no longer meet the requirements of today's business world (Tims et al., 2012). In response, job crafting—an employee-centered job design strategy—has gained prominence, as it enables employees to proactively reshape the task, relational, and cognitive aspects of their jobs to make their work more meaningful and motivating (Wrzesniewski and Dutton, 2001). By adapting complex job demands to their own talents and skills through proactive initiatives, employees gain flexibility and increase their job adaptability (Roczniewska et al., 2023). In today's context, where knowledge and human capital outweigh financial capital as critical resources (Oliveira et al., 2023), job crafting offers a bottom-up Human Resource Management (HRM) approach that reduces work pressure, enhances engagement and performance (Rudolph et al., 2017), and supports organizational agility (Loghmani et al., 2023) while facilitating successful organizational change (Petrou et al., 2018). Therefore, identifying the variables that enhance or

influence job crafting—which is one of the key strategies for providing flexibility under current working conditions and is applicable across organizations—is of critical importance.

Although the variables affecting job crafting have been partially identified in the existing literature (Harbridge et al., 2023; Irfan et al., 2023; Masood et al., 2023; Rudolph et al., 2017; Thun and Bakker, 2018; Wang et al., 2020), scholars continue to call for further research on this topic across different sectors, such as education, healthcare, and others (see Irfan et al., 2023; Masood et al., 2023). Thus, this study proposes that psychological empowerment—a motivational state characterized by employees' perceptions of meaning, competence, autonomy, and impact in their work (Llorente-Alonso et al., 2024; Malik et al., 2021) plays a significant role in fostering job crafting. As it strengthens individuals' sense of control and purpose, psychological empowerment provides the motivational energy that drives employees to go beyond formal job descriptions and actively reshape their work environments. Since psychological empowerment serves as a crucial psychological resource that encourages employees to act more proactively, assume responsibility, and engage in job redesign behaviors, examining how it affects job crafting behaviors will provide valuable theoretical and practical insights. In addition, considering the calls by researchers in the literature (Demirci and Kerse, 2023), it is predicted that the effect of psychological empowerment on job crafting will

differ depending on the sector type (i.e., a moderating role). Therefore, it is expected that the effect of psychological empowerment on job crafting will differ across sectoral contexts, particularly between public and private sectors and between manufacturing and service sectors, which differ substantially in terms of autonomy, task structure, and interaction intensity.

It is argued that this study, based on these variables and assumptions, will contribute to the literature in several ways. First, the study addresses the concepts of psychological empowerment and job crafting, which have inconsistent findings in the literature regarding their antecedent–consequent relationship. While some studies suggest that job crafting behavior is a precursor to psychological empowerment (Matsuo, 2019; Siddiqui et al., 2017), others argue for the reverse direction (Harbridge et al., 2023; Khan et al., 2022). By empirically demonstrating that psychological empowerment significantly predicts job crafting, this study helps to clarify these inconsistent findings and positions empowerment as a key antecedent rather than an outcome. Therefore, this study aims to reduce ambiguity in the literature regarding antecedent–consequent relationships and to situate the role of psychological empowerment in job crafting within a clearer, more coherent, and theoretically robust framework.

In addition, by focusing on the motivational nature of psychological empowerment, this study evaluates its effect on job crafting within two key theoretical frameworks. The Job Demands–Resources (JD-R) Model explains how the resources employees possess in the work environment influence motivational outcomes (Bakker et al., 2007). On the other hand, the Conservation of Resources (COR) Theory suggests that employees tend to protect, develop, and acquire new resources in their work environment (Hobfoll, 1989). Within this study, the effect of psychological empowerment as a motivational job resource on employees' proactive behaviors is examined through the lens of the JD-R model; and from the perspective of COR theory, the transformation of psychological empowerment into a resource development strategy (i.e., job crafting) is investigated. Therefore, these two theoretical frameworks are used holistically. This holistic approach provides an important theoretical contribution by explaining the relationship between psychological empowerment and job crafting—an association that has predominantly been examined through a single theoretical lens in the existing literature—from a multidimensional perspective. Consequently, it seeks to determine whether psychological empowerment can be used as a source that motivates proactive work behaviors (i.e., job crafting). In this context, the study distinguishes itself from existing studies in the literature by treating psychological empowerment not only as an individual perception but also as a context-sensitive and dynamic motivational resource.

Finally, this study investigates the effect of psychological empowerment on job crafting within the context of sectoral differences, thereby aiming to address a significant gap in the literature regarding how this effect varies across different organizational settings. Although the relationship between psychological empowerment and job crafting has been examined in some prior studies (Harbridge et al., 2023; Khan et al., 2022), no research to date has explicitly considered the distinctions between public and private sectors alongside those between manufacturing and service sectors. Existing studies have predominantly focused on homogeneous sectoral contexts, which limits the generalizability of their findings to more complex and real-world organizational environments. However, public-private and manufacturing-service sectors differ substantially in terms of structural, cultural, and operational characteristics. These differences suggest that the strength and direction of the relationship between psychological empowerment and job crafting may vary across sectoral contexts. At this point, the public-private sector distinction provides contextual conditions that may differentiate this relationship through factors such as bureaucratic structure, job security, and decision-making autonomy, while the manufacturing-service sector distinction offers differentiating conditions through factors including the level of task standardization, flexibility in job roles, and the degree of customer interaction. In this regard, the present study makes a unique contribution to the literature by analysing not only the individual moderating roles of each sectoral dimension (i.e., public-private and manufacturing-service), but also their combined interaction through a double moderation model. This double moderating approach highlights the necessity of considering sector types jointly rather than in isolation, thereby offering a more comprehensive contextual model that explains the conditions under which the psychological empowerment–job crafting relationship is strengthened or weakened. Thus, by conducting both separate and joint moderation analyses, the study enables a more nuanced understanding of how sectoral differences influence the relationship in question. Consequently, it provides a more comprehensive picture of how psychological empowerment affects job shaping in various organizational contexts. Therefore, in addition to the theoretical contributions mentioned above, it also demonstrates from a practical perspective that psychological empowerment-based interventions may not produce the same results across all sectors and organizations; it shows that empowerment practices should be developed according to the sector for employees' job competence behaviors in different structures such as the public and private sectors and the manufacturing and service sectors.

2. Theoretical Frameworks

2.1 Psychological Empowerment

Psychological empowerment, one of the two perspectives of empowerment (the other is structural empowerment), was first addressed by Conger and Kanungo (1988) and defined as a process aimed at enhancing employees' self-efficacy. Unlike structural empowerment, which refers to employees' perceptions of organizational characteristics related to management practices and organizational processes (Silva et al., 2024), psychological empowerment concerns their individual cognitive orientation and subjective interpretations of work-related conditions (Llorente-Alonso et al., 2024). Therefore, structural empowerment includes employees' perception of the presence/absence of empowering practices in the work environment (i.e., organizational characteristics) while psychological empowerment includes their psychological interpretation of and response to organizational conditions (Laschinger et al., 2004). Psychological empowerment is considered in this study because it is more closely associated with subjective perceptions and cognitive evaluations, and it provides a more effective framework for explaining employees' motivational attitudes and behaviors toward their work (Malik et al., 2021).

Psychological empowerment refers to situations that ensure employees' adaptation to their work and thus their intrinsic motivation (Spreitzer, 2008). This state is conceptualized through the dimensions of meaning, competence, self-determination, and impact (Oliveira et al., 2023), which are also referred to as "the locomotives of empowerment" (Kerse, 2013). Meaning includes the employee's perception of their work as valuable and important (Malik et al., 2021); competence refers to the employee's belief in their abilities and capacity to perform job-related tasks effectively (Pacheco and Coello-Montecel, 2023); self-determination involves the employee's sense of having the autonomy to make decisions regarding work-related processes (Khan et al., 2022); and finally, impact reflects the employee's perception that their work contributes meaningfully to the fulfillment of task-related or organizational objectives (Pacheco and Coello-Montecel, 2023).

Psychological empowerment brings positive outcomes for both the employees and the organization because it enables employees to direct their work and roles with a motivational tendency, thereby strengthening their sense of agency within the work environment (Llorente-Alonso et al., 2024). When employees feel psychologically empowered, they are more likely to take initiative in their activities (Schneider and George, 2011). They engage more sincerely with customers and demonstrate greater sensitivity to customer needs (Khan et al., 2022). In addition, psychological empowerment enhances employees' perceptions of work immersion (Yu et al., 2024). It is also associated with increased emotional intelligence, job satisfaction, and organizational commitment (Cudjoe et al., 2023; Llorente-

Alonso et al., 2024; Xiang et al., 2024), while simultaneously reducing job burnout, turnover intentions, and perceived job pressure (Llorente-Alonso et al., 2024; Ren and Kim, 2023). Furthermore, it contributes to improved job performance (Cudjoe et al., 2023), fosters the innovative capacity of the organization (Al Daboub et al., 2024), and facilitates the development of a learning organization (Kranthi et al., 2024).

2.2 Job Crafting

Job crafting, a proactive work behavior exhibited by employees, refers to changes made to their job and its associated tasks (Wrzesniewski and Dutton, 2001). The primary purpose of these changes is to help employees better adapt to their job, cope with job-related stress, and maintain their well-being (Kerse, 2019). Therefore, Tims et al. (2012) define job crafting as self-initiated behavioral changes that employees undertake to improve their work experience. Researchers in the literature examine this behavioral concept in two ways, specifically through the role-based perspective and the resource-based perspective (Kerse, 2019).

The role-based perspective, which emphasizes the motivational aspect of job crafting, involves the employee redefining the boundaries of their job role (Bruning and Campion, 2018). This includes expanding, reducing, or reshaping the scope of job tasks. On the other hand, the resource-based perspective considers job crafting as the employee's effort to obtain new resources by making changes to their work, thereby attempting to mitigate the negative effects of job demands (Zhang and Parker, 2019). Thus, the main objective of resource-based crafting is to access resources that help employees cope more effectively with job demands and, ultimately, enhance performance (Bruning and Campion, 2018; Zhang and Parker, 2019). In this context, the role-based perspective is associated with the pursuit of personal enrichment, while the resource-based perspective focuses on increasing work efficiency (Kerse, 2019; Lazazzara et al., 2020).

In addition to the above definitions, job crafting also refers to the process whereby employees evaluate their jobs based on their skills, abilities, interests, and preferences, implement the necessary changes, and ultimately feel a sense of control and adaptability in their work (Kerse, 2019; Uçar and Kerse, 2022). This situation can arise from voluntary and intentional changes that employees make in their jobs. These activities follow a bottom-up approach—initiated by employees rather than managers. The employee who actively engages in this process focuses on the physical (task crafting), cognitive (cognitive crafting), or social (relational crafting) aspects of their job and makes corresponding changes (Berg et al., 2013).

The task crafting dimension of job crafting involves making changes to the nature and amount of work activities (Berg et al., 2013). In this form of crafting, employees may expand their jobs by taking on additional respon-

sibilities, relinquish certain tasks, or change the tools they use to perform their work (Kerse, 2019). Cognitive crafting refers to employees viewing their job tasks not as isolated components but as an integrated whole, thereby enhancing the overall meaning and personal significance of their work (Harbridge et al., 2023). This includes reshaping the perceived importance of tasks and the mental framing of relationships with colleagues (Kerse, 2019). Relational crafting refers to changes employees make in the frequency and scope of their interactions with others in the workplace (Berg et al., 2013). This includes maintaining relationships with coworkers who inspire or support them, while distancing themselves from those who have a negative influence (Kerse, 2019).

Taken together, these dimensions show that through job crafting behavior, employees can reshape their duties, relationships, and the meaning they attribute to their work, which in turn makes the job more enjoyable, motivating, and engaging (Slemp and Vella-Brodrick, 2013). Ultimately, job crafting increases levels of job satisfaction, work engagement, organizational commitment, extra-role behaviors, and job performance (Han, 2022; Turek et al., 2024; Zhang and Li, 2020). Therefore, identifying workplace practices that promote crafting behaviors is of critical importance. Building on this reasoning, the present study predicts that the perception of psychological empowerment will foster the development and spread of job crafting behaviors. This prediction is grounded in the theoretical foundations of the JD-R Model and the COR Theory.

2.3 Job Demands–Resources Model and Conservation of Resources Theory

The JD-R Model is a comprehensive theoretical framework widely used to explain workplace stress, burnout, motivation, and both positive and negative outcomes (Demerouti et al., 2001). The JD-R model conceptualizes characteristics of the work environment in terms of job demands and job resources, and seeks to explain how these elements influence well-being, effectiveness, and productivity (Cudjoe et al., 2023). It offers a flexible and integrative approach to understanding occupational health, employee well-being, and performance processes within organizational psychology. The model posits that each job has its own unique balance of demands and resources. In this framework, job demands refer to the physical, social, or emotional pressures that require sustained effort and entail psychological costs, while job resources encompass the physical, social, or psychological dynamics that help reduce these demands and foster positive outcomes (Demerouti et al., 2001). Examples of job demands include excessive workload, time pressure, and shift work, which act as stressors; job resources, on the other hand, include factors such as feedback, autonomy, job security, and supervisor support (Demerouti et al., 2001). An increase in job demands can lead to stress, burnout, and health problems among employ-

ees (Bakker and Demerouti, 2017), whereas an increase in job resources not only buffers the negative effects of job demands but also enhances employee engagement, performance, and motivation (Schaufeli and Taris, 2014).

The COR Theory was developed by Hobfoll (1989) to explain how employees manage their resources and how stress arises in the workplace. The theory posits that employees strive to obtain, retain, and enhance resources that they perceive as valuable; when they fail to do so, stress and burnout are likely to occur (Hobfoll, 2001). According to the theory, individuals are sensitive to resource loss and engage in proactive behaviors to prevent or minimize such losses. Resources can include anything that is valued by the individual, such as time and energy, social support, self-efficacy, status, or material assets (Hobfoll et al., 2018). Stress arises when expectations regarding these resources are not met. Specifically, stress occurs under three conditions: (1) when resources are lost, (2) when existing resources are threatened, or (3) when investments of effort, time, or money fail to produce the expected gain (Hobfoll, 2001). Employees who experience resource loss—and thus stress—are at greater risk of facing further losses (referred to as loss spirals), which can lead to negative organizational outcomes such as burnout and work alienation (Hobfoll, 2001). Conversely, those who gain resources are more likely to accumulate additional resources over time (gain spirals), creating a positive cycle that supports desirable outcomes (Halbesleben et al., 2014; Hobfoll, 2001).

In this study, both theories are employed to enhance theoretical depth and to interpret the findings on a robust conceptual foundation. The JD-R model explains employee outcomes by focusing on the balance between job demands and job resources (Demerouti et al., 2001). However, it is limited in terms of clarifying the psychological processes underlying why and how employees seek to protect or increase their resources. In this regard, the COR theory provides a complementary theoretical framework, as it grounds itself in employees' intrinsic motivation to preserve and expand their valued resources (Hobfoll et al., 2018). Therefore, the COR theory supports the explanatory power of the JD-R model by offering a motivational basis for the behaviors under investigation. Since these two theories are conceptually aligned and complementary in nature, both are utilized in this study.

3. Hypotheses Development

3.1 Psychological Empowerment and Job Crafting

As previously mentioned, this study employs both the JD-R model and the COR theory to explain the relationship between psychological empowerment and job crafting. According to the JD-R model, psychological empowerment is considered a critical job resource that supports the motivational process by enhancing individuals' sense of competence and meaning (Quiñones et al., 2013). Psychologically empowered employees perceive their work as

valuable and meaningful (meaning), believe their tasks contribute to organizational goals (impact), feel capable of performing their job effectively (competence), and experience autonomy in decision-making (self-determination)—all of which foster motivation at work. Therefore, psychological empowerment is viewed as a key motivational (or job) resource (Llorente-Alonso et al., 2024). This resource, acquired through psychological empowerment, encourages employees to take proactive steps to improve job demands and access more resources. As a result, within the scope of job crafting, which is characterized as a proactive behavior, employees are more likely to modify their tasks, reframe the meaning of their work, and regulate their interactions with colleagues (Slemp and Vella-Brodrick, 2013).

The psychological empowerment–job crafting relationship discussed above can also be explained within the framework of the COR Theory. In this context, when employees experience psychological empowerment, they gain a valuable resource due to their enhanced ability to influence their work and work environment (Ugwu et al., 2014). However, the acquired resource may not be perceived as sufficient, as the potential for future resource loss always exists (Hobfoll et al., 2018). Therefore, to attempt to preserve and further enhance the resources gained through psychological empowerment, employees engage in behaviors aimed at creating an ideal work environment (Pacheco and Coello-Montecel, 2023). This manifests in employees adjusting their tasks or interactions to align with their own needs, expectations, and goals. Accordingly, from the COR perspective, the resources acquired via psychological empowerment are further reinforced through job crafting behaviors, which in turn pave the way for the formation of “resource caravans”—defined as clusters of interrelated and mutually reinforcing resources (Brouer et al., 2011). This theoretical framework is also supported by various empirical studies conducted in service, public, and private sector contexts (Harbridge et al., 2023; Khan et al., 2022; Kılıç et al., 2020). Moreover, this relationship pattern also holds significance within the Turkish context. In Türkiye, where a cultural structure characterized by high power distance prevails (Cuhadar and Rudnák, 2022), employees’ tendency to display proactive behavior in their job roles may be limited. As a result, employees may be more hesitant to engage in job crafting behaviors. However, despite such cultural constraints, the perception of psychological empowerment can play a critical role in overcoming this hesitancy. Indeed, as shown in a study conducted by Kılıç et al. (2020) with a Turkish sample, the perception of psychological empowerment significantly increases employees’ job crafting behaviors. Based on the theoretical explanations provided by the JD-R and COR frameworks and the supporting empirical findings, the following hypothesis is proposed:

H1: Employees’ perception of psychological empowerment positively affects their level of job crafting.

3.2 Sectoral Differences as Double Moderating Variables

A sector is an economic domain where organizations operate with similar products, services, or fields of activity (Kenton, n.d.). Sectors can be classified based on various criteria. This study categorizes sectors by ownership status and field of activity. Specifically, the public and private sectors represent ownership status, while the manufacturing and service sectors reflect fields of activity. The public sector consists of organizations owned by the state or public legal entities and operates with the aim of serving the public interest, whereas the private sector comprises organizations owned by individuals or private legal entities and is primarily driven by the profit motive (Simsek and Celik, 2018). Although there are similarities regarding meeting needs in both sectors, they differ from each other due to their unique dynamics. The first of these differences relates to the nature of political authority; while authority in the public sector is the government, in the private sector it is held by natural and legal persons. In addition, whereas the public sector is generally shaped by a socialist perspective, the private sector is predominantly motivated by a capitalist philosophy, thus placing profit maximization at the center of its operations (Çınaroğlu, 2017). In the public sector, accountability is to political authorities and legal regulators, while in the private sector, it is to shareholders and the board of directors (Boye et al., 2024). Furthermore, decision-making processes in the public sector are largely shaped by bureaucratic structures and legislation, while the private sector is able to act more quickly and in a market-oriented manner. With respect to employee motivation, it can be argued that public-sector employees are driven primarily by a desire to contribute to society, whereas in the private sector, factors such as salary and promotion opportunities tend to be more prominent (Delfgaauw and Dur, 2008; Rashid and Rashid, 2012).

The manufacturing sector refers to domains in which physical products are produced—typically through the processing of raw materials into finished goods—whereas the service sector encompasses activities that provide intangible outputs aimed at meeting customer needs, rather than physical products (Kotler and Keller, 2016). While internal resources and processes are effective in manufacturing sector businesses, competition and customers are more influential in the service sector (Fernández et al., 2022). Since the manufacturing sector involves the production of physical goods, process control and machinery/technology are prioritized, whereas in the service sector human resources and customer interaction are at the forefront, resulting in a higher degree of process uncertainty (Jiang, 2009). Unlike the manufacturing sector, the service sector is more labour-intensive, has limited opportunities to measure quality and exhibits lower flexibility in production management, and has difficulty fully defining its target market (Sayim and Aydın, 2011). In addition, business-based unique resources

and capabilities influence the performance of firms in the service sector more strongly than those in the manufacturing sector (Kamasak and Yozgat, 2013). Therefore, these noted differences in the two sectoral classifications not only shape the structures, strategies, and policy preferences of organizations but also lead to significant differences in the perceptions, attitudes, and behaviors of personnel working within these structures (see Sharma et al., 2011).

This study hypothesizes that the impact of psychological empowerment on job crafting may differ across sectors. The job crafting behaviors of psychologically empowered employees are expected to vary between public and private sector employees, as well as between employees working in the manufacturing and service sectors. Such variations arise from inherent differences in organizational dynamics across these sectors. The public and private sectors differ significantly in terms of ownership and operational principles. In the public sector, competition is less significant, while stakeholder requirements and expectations carry more weight. In contrast, in the private sector, competition serves as the primary source of incentive, and continuous development and improvement are crucial (Black et al., 2001). Moreover, the public sector imposes stricter limitations on the use of initiative and authority compared to the private sector (Özdevecioğlu, 2002). Defined rules and principles govern work processes, decision-making, and activities in the public sector, which may consequently shape employees' perceptions of organizational and individual variables. Supporting this, Brewer and Brewer Jr. (2011) found that motivation and performance levels differ between public- and private-sector employees. Similarly, Chirumbolo et al. (2020) identified that sectoral differences moderate the relationship between quantitative and qualitative job insecurity. Another study by Markovits et al. (2010) found that sectoral differences play a moderating role in the effect of job satisfaction on organizational commitment, and that this effect is stronger among public-sector employees than private-sector employees.

A similar perspective can be applied when comparing the manufacturing and service sectors. The manufacturing sector is characterized by technical precision, defined roles, and repetitive operations, whereas the service sector involves more flexible roles and relies heavily on interpersonal communication (Demirci and Kerse, 2023). Furthermore, in the service sector, intangible assets and unique business resources play a crucial role in achieving a competitive advantage, unlike in the manufacturing sector (Galbreath and Galvin, 2008). These differences influence employee perceptions and outcomes across the two sectors (Seibert et al., 2011). In the context of this study, the nature of work in the manufacturing sector underscores the importance of individual contributions to process improvements. Within this context, psychological empowerment helps employees feel competent and autonomous. Ultimately, empowered employees may be more inclined to modify their

jobs in accordance with their personal preferences and expectations (i.e., job crafting).

Based on these insights, it is proposed that the effect of psychological empowerment on job crafting varies by sector. Specifically, differences are expected between the public and private sectors and between the manufacturing and service sectors. Accordingly, the following hypotheses are formulated.

H2: Public-private sector difference significantly moderates the effect of psychological empowerment on job crafting.

H3: Manufacturing-service sector difference significantly moderates the effect of psychological empowerment on job crafting.

The research model encompassing the hypotheses is presented in Fig. 1.

4. Methods

4.1 Participants

For the testing of the research hypotheses, employees from different sectors in a province in Türkiye were selected as a sample. The study was conducted in Türkiye because it is a developing country, and it is important to comparatively analyse the perception of psychological empowerment and job crafting behaviors within the context of differing institutional dynamics between public and private sectors, as well as between manufacturing and service sectors. Within this scope, data were collected using a convenience sampling method in the selected province. The reason for employing convenience sampling was that it allows researchers to overcome limitations related to time, cost, and accessibility. The data were collected in the province of Karaman, located in the Central Anatolia Region, where the researcher had convenient access and where the public-private and manufacturing-service sectors were represented in a balanced manner. The questionnaires prepared for data collection were distributed in printed form and delivered to employees by hand under the supervision of managers. It was stated that participation in this process was voluntary, and personal identity information was carefully protected in accordance with corporate ethical standards, ensuring confidentiality and anonymity. In line with the recommendations of the literature for obtaining reliable findings, the sample size was determined by taking into consideration the rule of reaching at least five times the number of items and, in particular, securing a minimum of 200 responses (Akbulut and Çapık, 2022). In the data collection phase, sectoral differences were particularly taken into account; efforts were made to obtain survey data from both public and private sector employees, as well as from manufacturing and service sector employees, at levels representative of each group. In total, 240 individuals were reached, and 210 responses were returned (response rate: 87.5%). However, due to data loss, 202 responses were included in the final analysis. Accordingly, 98 usable questionnaires

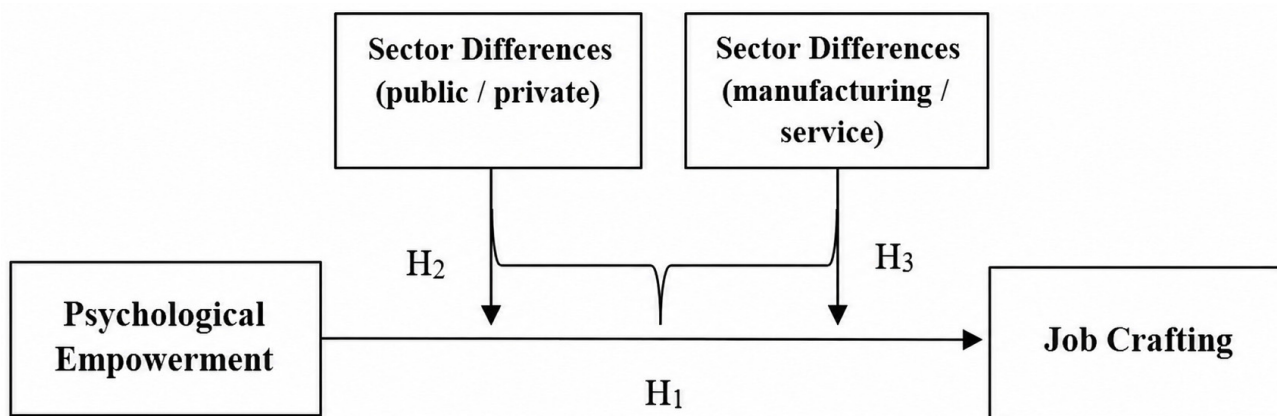


Fig. 1. The research model.

were obtained from the public sector, and 104 usable questionnaires were obtained from the private sector. Again, in terms of sector, it was observed that 96 of these data were collected from the manufacturing sector and 106 from the service sector. Therefore, a data set with a distribution at a level that would represent the relevant sectors could be obtained. When other information regarding the data was examined, it was observed that most of the participants were male ($N = 120$ (59.4%)) and married ($N = 124$ (61.4%)). In terms of age, it was observed that the participants between the ages of 26–35 represented the group the most ($N = 101$ (50%)), and employees over the age of 45 represented the group the least ($N = 12$ (5.9%)). In terms of education, it was determined that the majority of employees had a bachelor's degree ($N = 82$ (40.6%)), while the fewest had a postgraduate degree ($N = 10$ (5%)).

4.2 Measures

In this study, the research scales were carefully selected from those that are widely used in both national and international research and are known for their strong validity in representing the relevant constructs. In this direction, a 12-item scale developed by Spreitzer (1995) was used to measure the perception of psychological empowerment of employees. The Turkish adaptation of the scale was made by Uner and Turan (2010). This scale consists of 4 dimensions, each with 3 items: meaning, competence, self-determination, and impact. One of the items in the scale is “My job activities are personally meaningful to me”. A 15-item scale developed by Slemp and Vella-Brodrick (2013) and adapted into Turkish by Kerse (2017) was used for the job crafting levels of employees. This scale consists of 3 dimensions: task crafting (4 items), cognitive crafting (5 items), and relational crafting (6 items). “I offer new approaches to improve my work” is an example of the items in the scale. For the items in both scales, a 5-point Likert-type measurement (1: Strongly Disagree – 5: Strongly Agree) was used as a reference for responses. In addition to demographic variables, two additional items were included

in the questionnaire to capture sectoral differences, which were examined as moderator variables in this study. These items asked participants: (1) “Which sector do you work in based on ownership?”, and (2) “Which sector do you work in based on field of activity?”. The first question was coded as 1 = Public and 2 = Private, while the second question was coded as 1 = Manufacturing and 2 = Service. In the study, gender, age, marital status, and education level were used as control variables and measured through the demographic information form. Gender was coded as 1 = Male and 2 = Female; marital status was coded as 1 = Married and 2 = Single; age was coded as 1 = 25 or below, 2 = 26–35, 3 = 36–45, and 4 = Over 45; and education status was coded as 1 = Primary/Secondary School, 2 = High School, 3 = Associate Degree, 4 = Undergraduate, and 5 = Postgraduate. Based on prior literature suggesting that variables such as age, gender, marital status, and education may lead to differences in levels of job crafting and psychological empowerment (Kerse and Karabey, 2014; Petrou et al., 2018; Yilmaz, 2019), these demographic factors were included as control variables in this study. Throughout the research process, ethical principles were carefully observed. The purpose of the study was clearly explained to the participants, participation was ensured on a voluntary basis, and informed consent was obtained from all respondents.

4.3 Data Analysis

Since the research data required quantitative analysis techniques, in addition to basic analyses (e.g., descriptive statistics), several advanced statistical methods were employed, including reliability analysis, confirmatory factor analysis (CFA), correlation analysis, and regression analyses (linear and Model 2). These analyses were conducted using SPSS 25.0 (IBM Corp., Armonk, NY, USA), AMOS 18.0 (IBM Corp., Armonk, NY, USA), and the PROCESS macro 4.1 extension for SPSS (Hayes, 2022). AMOS was used specifically for conducting CFA, which tests theoretically defined measurement models and provides fit indices for model evaluation. The PROCESS macro was preferred

because it integrates easily into the SPSS environment and enables the generation of robust results for various statistical models using the bootstrapping method.

5. Results

5.1 Measurement Model Assessment

In the study, before presenting the findings related to the hypotheses, the reliability and validity results of the scales were examined. For this purpose, analyses for structural validity were conducted using the AMOS 18.0 software. In the CFA conducted for this purpose, item factor loadings were expected to be greater than 0.40 (Hair et al., 2017), and the model fit indices of the reference model were also required to meet acceptable thresholds. Additionally, to assess validity, the Average Variance Extracted (AVE) values of the scales were considered, which should be greater than 0.50 (Hair et al., 2017). For reliability, both Cronbach's alpha and Composite Reliability (CR) values, indicating internal consistency, were taken as reference, with desired values exceeding 0.70 (Hair et al., 2017). The findings of the validity and reliability analyses related to the scales are presented in Table 1, and the model fit index results for the scales are provided in Table 2. For model fit, the following threshold values were used as references: Minimum Fit Function Chi-Square Divided by Degrees of Freedom (CMIN/DF) < 5, Root Mean Square Residual (RMR) < 0.10, Comparative Fit Index (CFI) > 0.90, Incremental Fit Index (IFI) > 0.90, Tucker-Lewis Index (TLI) > 0.90, and Root Mean Square Error of Approximation (RMSEA) < 0.08 (Gürbüz, 2019; Schermelleh-Engel et al., 2003). The findings showed that all values met the recommended reference thresholds, with CMIN/DF below 5 (psychological empowerment (PE) = 2.294; job crafting (JC) = 1.818; model with PE and JC = 1.950), RMR below 0.10 (PE = 0.041; JC = 0.030; model with PE and JC = 0.090), RMSEA below 0.08 (PE = 0.080; JC = 0.064; model with PE and JC = 0.069), and the fit indices CFI (PE = 0.965; JC = 0.958; model with PE and JC = 0.920), IFI (PE = 0.965; JC = 0.958; model with PE and JC = 0.921), and TLI (PE = 0.951; JC = 0.949; model with PE and JC = 0.912) all exceeding the 0.90 threshold.

From the findings in Table 1, it is seen that the factor loadings of the scale items are higher than 0.40 and the AVE values are higher than 0.50. In addition, it was observed that the model fit index values met the reference threshold levels in the confirmatory factor analysis, both for each construct separately and for the two-factor model including PE and JC (Table 2). Therefore, validity is confirmed. In addition, as seen in Table 1, Cronbach alpha values (psychological empowerment = 0.906; job crafting = 0.935) and CR values (psychological empowerment = 0.970; job crafting = 0.949) are higher than 0.70. Therefore, scale reliability is also ensured.

In the study, certain precautions were taken during the data collection process to reduce social desirability (such

as emphasizing anonymity and including a control question), and Harman's single-factor test was conducted to assess common method bias (Podsakoff et al., 2003). All scale items were included in the analysis, and a four-factor structure with eigenvalues greater than 1 was extracted. In this structure, the factor with the highest explanatory power accounted for 22.20% of the total variance, while the factor with the lowest explanatory power explained 13.19%. Therefore, since the items did not load onto a single factor (Podsakoff et al., 2003), it was concluded that common method bias was not a concern. In addition, the normality of the variables psychological empowerment and job crafting was assessed. Since the skewness values (psychological empowerment = -0.397; job crafting = -1.062) and kurtosis values (psychological empowerment = -0.173; job crafting = 1.620) fell within the acceptable range of -2 to +2, the assumption of normality was considered to be met (George and Mallery, 2019).

5.2 Hypothesis Testing Findings

Since the assumption of normality was met, the study proceeded with Pearson correlation analysis among the demographic variables, sector (public/private), sector (manufacturing/service), psychological empowerment, and job crafting. In this analysis, the subdimensions of psychological empowerment and job crafting were not taken into account, in order to focus on the overall function of each construct and to simplify the interpretation of the results. The findings obtained from the correlation analysis are presented in Table 3.

When the findings were examined, it was observed that in the presence of demographic variables, sector (public/private) had negative relationships with both psychological empowerment ($r = -0.410$; $p < 0.01$) and job crafting ($r = -0.338$; $p < 0.05$). In contrast, the relationships between sector (manufacturing/service) and psychological empowerment ($r = 0.156$; $p < 0.05$), as well as job crafting ($r = 0.239$; $p < 0.01$), were found to be positive. Finally, a strong positive correlation was found between psychological empowerment and job crafting ($r = 0.764$; $p < 0.01$). Due to the strength of this correlation, a multiple linear regression analysis was conducted to assess potential multicollinearity. In this analysis, sector variables and psychological empowerment were treated as independent variables, and job crafting was treated as the dependent variable. The Variance Inflation Factor (VIF) value was examined and found to be 1.202. Since this value is below the threshold of 5, it was concluded that multicollinearity was not a concern (Hair et al., 2021). This result confirmed the feasibility of proceeding with the regression analysis for the subsequent hypothesis testing.

Since the hypotheses developed in the study were suitable for Model 2 of the models developed by Hayes (2013), analyses were carried out using the PROCESS macro program. Model 2 shows the effect of the independent vari-

Table 1. Findings regarding reliability and validity.

	Factor loadings	Cronbach's alpha	Composite reliability (CR)	Average variance extracted (AVE)
Psychological empowerment (PE)		0.906	0.970	0.728
PE1	0.826			
PE2	0.851			
PE3	0.836			
PE4	0.715			
PE5	0.875			
PE6	0.824			
PE7	0.807			
PE8	0.913			
PE9	0.879			
PE10	0.885			
PE11	0.882			
PE12	0.926			
Job crafting (JC)		0.935	0.949	0.556
JC1	0.809			
JC2	0.726			
JC3	0.777			
JC4	0.751			
JC5	0.660			
JC6	0.798			
JC7	0.770			
JC8	0.829			
JC9	0.766			
JC10	0.719			
JC11	0.740			
JC12	0.646			
JC13	0.688			
JC14	0.739			
JC15	0.737			

Table 2. Index values for model fit.

Index	Reference value	Psychological empowerment	Job crafting	Model with PE and JC
CMIN	-	110.127	158.193	616.292
DF	-	48	87	316
CMIN/DF	$0 < \chi^2/df < 5$	2.294	1.818	1.950
RMR	<0.10	0.041	0.030	0.090
CFI	>0.90	0.965	0.958	0.920
IFI	>0.90	0.965	0.958	0.921
TLI	>0.90	0.951	0.949	0.912
RMSEA	<0.08	0.080	0.064	0.069

Notes: CMIN, Minimum Fit Function Chi-Square; DF, Degrees of Freedom; CMIN/DF, Minimum Fit Function Chi-Square Divided by Degrees of Freedom; RMR, Root Mean Square Residual; CFI, Comparative Fit Index; IFI, Incremental Fit Index; TLI, Tucker-Lewis Index; RMSEA, Root Mean Square Error of Approximation.

able on the dependent variable in a situation where there is a double moderator variable. In this direction, in the effect of psychological empowerment on job crafting, the moderator variables of working in the public-private sector and working in the manufacturing-service sector were simultaneously included in the analysis and the findings in Table 4 were obtained.

From the findings in Table 4, it is seen that psychological empowerment affects job crafting behavior positively and significantly at the level of $b = 0.898$ ($p < 0.001$). In other words, as the employee's perception of psychological empowerment increases, the level of crafting at work also increases. Therefore, H1 in the study is supported. In addition to this finding, when the findings regarding whether

Table 3. Correlation analysis findings.

Variables	Mean	SD	1	2	3	4	5	6	7
1. Gender	-	-							
2. Marital status	-	-	-0.014						
3. Age	-	-	-0.115	-0.233**					
4. Education	-	-	0.301**	-0.065	0.168*				
5. Sector (Public/Private)	-	-	-0.226**	0.282**	-0.199**	-0.556**			
6. Sector (Manufacturing/Service)	-	-	0.221**	-0.060	0.129	0.360**	-0.408**		
7. Psychological empowerment	3.755	0.730	0.161*	-0.212**	0.212**	0.394**	-0.410**	0.156*	
8. Job crafting	3.959	0.596	0.147*	-0.066	0.253**	0.370**	-0.338*	0.239**	0.764**

Notes: * $p < 0.05$; ** $p < 0.01$. SD, Standard Deviation.

Table 4. Regression analysis findings (Model 2).

Variables	<i>b</i>	<i>se</i>	<i>t</i>	<i>p</i>	<i>LLCI, ULCI</i>
Psychol Emp	0.898	0.207	4.346	0.000	[0.491, 1.306]
Sector (Pub/Priv)	0.030	0.063	0.468	0.641	[-0.095, 0.154]
Psychol Emp × Sector (Pub/Priv)	0.048	0.087	0.555	0.580	[-0.123, 0.220]
Sector (Manuf/Serv)	0.159	0.058	2.729	0.007	[0.044, 0.274]
Psychol Emp × Sector (Manuf/Serv)	-0.262	0.078	-3.351	0.001	[-0.416, -0.108]
R = 0.791					
R ² = 0.625					
Test(s) of highest order unconditional interaction(s)					
	R ² -change	<i>F</i>		<i>p</i>	
Psychol Emp × Sector (Pub/Priv)	0.0006	0.3076		0.580	
Psychol Emp × Sector (Manuf/Serv)	0.0215	11.2281		0.001	
Both	0.0265	6.9215		0.001	
Conditional effects					
Sector 1	Sector 2	Effect	<i>se</i>	<i>t</i>	<i>p</i>
Public	Manufacturing	0.685	0.081	8.467	0.000
Public	Service	0.423	0.073	5.764	0.000
Private	Manufacturing	0.733	0.053	13.729	0.000
Private	Service	0.471	0.076	6.235	0.000

Notes: Psychol Emp, Psychological empowerment; Pub, Public; Priv, Private; Manuf, Manufacturing; Serv, Service; *se*, standard error.

sector differences play a moderating role in the effect of psychological empowerment on job crafting are examined, it is seen that the public-private sector difference does not play a moderating role ($b = 0.030$; $p = 0.641$), and the manufacturing-service sector difference plays a moderating role ($b = 0.159$; $p = 0.007$). Therefore, while the effect of psychological empowerment on job crafting does not reveal any difference according to the participants' working status in the public and private sectors, it differs according to the working status in the production and service sectors. Therefore, H2 is rejected and H3 is accepted. Finally, it is determined from the findings related to the double moderator status (both public-private sector and manufacturing-service sector together) that there is a moderator effect (R^2 -change = 0.027; $p = 0.001$). In addition, the findings show that there is an effect of 0.685 level ($p < 0.001$) for those in the public and manufacturing sectors simultaneously, 0.423 level ($p < 0.001$) for those in the public and service sectors,

0.733 level ($p < 0.001$) for those in the private and manufacturing sectors, and 0.471 level ($p < 0.001$) for those in the private and service sectors.

Finally, to provide a more detailed explanation of the findings related to the double moderation, a simple slopes analysis was conducted using the SPSS PROCESS macro extension. The results of this analysis are presented in Fig. 2. As shown in Fig. 2, the positive relationship between psychological empowerment and job crafting is observed among employees in both the public and private sectors. However, although the lines indicate a slightly stronger pattern in the private sector compared to the public sector, the magnitude of this difference is relatively small, and this pattern becomes only marginally more visible within the manufacturing sector. Nevertheless, since the differences between the slopes are limited in magnitude, the moderation effect should be interpreted with caution, as it does not appear to be particularly strong. This finding suggests that

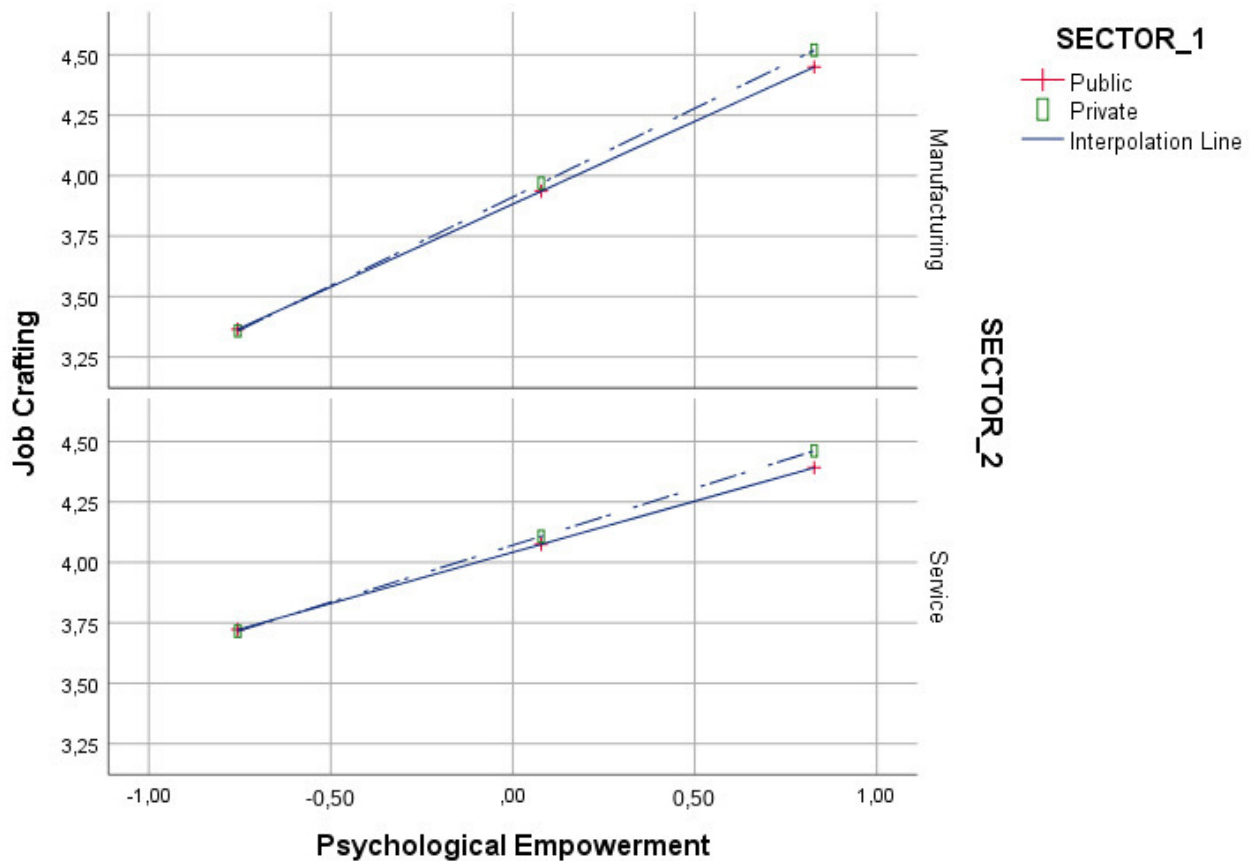


Fig. 2. Graphic showing double moderators.

employees working in the manufacturing sector of the private sector may exhibit a slightly higher tendency toward job crafting when they feel psychologically empowered, compared to their counterparts in the public sector.

6. Discussion

This study examined the effect of psychological empowerment—a motivational construct—on job crafting—a form of proactive behavior—within a dual-moderation model that considers both ownership (public vs. private) and field of activity (manufacturing vs. service). The findings indicated that psychological empowerment significantly increases employees' tendencies to redesign their jobs (job crafting). Thus, the importance of psychological empowerment as one of the key determinants of job crafting was confirmed. In moderation analyses, while the public-private sector distinction did not play a significant moderating role in this effect, the production-service distinction was found to have a moderating role. Furthermore, when the two moderators were evaluated together, sector-based dynamics were also found to be influential, showing that the effect of psychological empowerment on job crafting is stronger for individuals working in manufacturing firms in the private sector compared with those in the public sector. Overall, these results suggest

that job crafting unfolds within sector-specific contexts and that empowerment-driven proactivity varies with job and sector characteristics. The findings provide several theoretical and practical implications for both the literature and professional practice.

6.1 Theoretical Implications

The first significant finding of this study is that psychological empowerment positively influences job crafting. This result helps to reduce the antecedent-consequent ambiguity in the literature, which reports mixed evidence regarding the direction of the relationship (Harbridge et al., 2023; Khan et al., 2022; Matsuo, 2019; Siddiqui et al., 2017). In contrast to studies suggesting that job crafting influences psychological empowerment (Matsuo, 2019; Siddiqui et al., 2017), the present study supports the alternative view that empowerment functions as an antecedent of job crafting (Harbridge et al., 2023; Khan et al., 2022). Importantly, the study goes beyond determining the statistical aspect of this relationship and positions psychological empowerment as a motivational prerequisite that enables employees to engage in proactive behavior. In other words, before actively engaging in job crafting, employees must experience the favorable conditions facilitated by psychological empowerment. From this perspective, our study contributes to the literature by demonstrating that job craft-

ing does not necessarily lead to proactive behavior under all conditions, but rather requires the presence of specific psychological resources. Considering that Türkiye is characterized by a high power distance culture in which employees may be reluctant to display proactive behaviors (Cuhadar and Rudnák, 2022), psychological empowerment perceptions may help overcome this cultural constraint. This implication may also extend to other countries characterized by high power distance.

This finding also contributes to the theoretical perspectives of the JD-R model and COR theory. Within the JD-R model, job demands denote aspects of work that may impair well-being, whereas job resources support motivation and facilitate positive outcomes. The present study suggests that psychological empowerment operates as both a work-related and personal resource (Cudjoe et al., 2023) that stimulates job crafting as a proactive, resource-building behavior. This extends prior JD-R research, which has often framed job crafting primarily as an adaptive response to job demands (Hakanen et al., 2017), by positioning it as an outcome of motivational resources. Consequently, the finding aligns with the JD-R model's proposition (Demerouti et al., 2001) that resources not only mitigate job demands and alleviate tension but also foster employee growth and lead to beneficial outcomes.

From a COR perspective, employees strive to obtain, retain, and protect valued resources (Hobfoll, 2001). Psychological empowerment enables employees to gain valuable resources and to restructure their work in ways that align with their interests and abilities—thereby protecting and enhancing those resources. This restructuring occurs in the domains of tasks, cognition, and interpersonal relationships. As Brouer et al. (2011) noted, such behaviors give rise to “resource caravans”. Therefore, the study empirically demonstrates that psychological empowerment is located at the starting point of these resource caravans. In this context, the findings demonstrate that psychological empowerment serves as a resource that facilitates the spread of proactive work behaviors within the organizational environment.

Another noteworthy finding of the study is that the public-private sector variable does not moderate the psychological empowerment–job crafting relationship. This suggests that, in the present context, organizational ownership is not a salient boundary condition for translating empowerment into job crafting in Türkiye. One explanation is that private sector practices have recently been partially adopted to improve service delivery in the public sector in Türkiye (Battaglio and Gelgec, 2017). Moreover, psychological empowerment is a perceptual construct related to the work environment. As the findings suggest, employees' perceptions of their work environment in Türkiye do not differ significantly based solely on whether they work in the public or private sector. Therefore, it was concluded that psychologically empowered employees tend to exhibit

similar job crafting behaviors regardless of sectoral ownership differences.

By contrast, the manufacturing-service distinction significantly moderated the effect of psychological empowerment on job crafting: psychological empowerment had a stronger effect on job design in the manufacturing sector than in the service sector. This pattern can be attributed to variations in job characteristics, work environments, and employee expectations. Jobs in the manufacturing sector are typically technical, structured, and repetitive; as a result, job crafting opportunities become more salient when employees perceive themselves as empowered. In contrast, the service sector generally involves high levels of interpersonal interaction and offers greater flexibility, enabling employees to already feel a certain degree of psychological empowerment. Therefore, the impact of perceived empowerment on job crafting may be more pronounced in the manufacturing sector, where such feelings are less inherent.

Another important contribution of the study is the finding that sectoral differences jointly play a moderating role. Although the public-private sector variable alone did not significantly alter the psychological empowerment–job crafting relationship, significant effects emerged when it interacted with the manufacturing-service sector variable. In this context, the perception of psychological empowerment among public and private sector employees in the manufacturing sector had a greater impact on job crafting behavior compared to those in the service sector. Furthermore, employees working in both the manufacturing and private sectors showed a stronger tendency toward job crafting behaviors than those employed in the public sector. These findings highlight that psychological empowerment functions as a more effective motivational resource for promoting proactive job behaviors, particularly among individuals in the private and manufacturing sectors. Additionally, the study underscores the importance of considering sectoral dynamics simultaneously to fully understand how psychological empowerment translates into job crafting behavior.

In addition to the theoretical contributions noted above, our study also responds to previous calls for further investigation of job crafting within education, health, and other service-oriented sectors (Irfan et al., 2023; Masood et al., 2023). By incorporating employees from different sectors, the study evaluates the role of psychological empowerment in shaping employee behavior within a sector-based context. Accordingly, it addresses these calls by examining job crafting through a more holistic approach that integrates both a perceptual variable (psychological empowerment) and contextual factors (sectoral differences).

6.2 Practical Implications

The findings also yield implications for practitioners and policymakers. First, because psychological empowerment enhances job crafting, organizations should prioritize initiatives that strengthen employees' perceptions of

meaning, competence, autonomy, and impact. This may involve designing tasks aligned with employees' values and strengths (meaning), providing training and resources to address skill gaps (competence), granting greater decision latitude (autonomy), and offering regular, constructive feedback that clarifies how employees' work influences organizational outcomes (impact). Therefore, managers should implement psychological empowerment beyond abstract rhetoric by using measurable and trackable managerial practices. In this context, periodically monitoring employees' job descriptions and creating authority matrices that clearly show their autonomy and spheres of influence will contribute to the sustainability of empowerment practices.

Second, the findings clearly demonstrate the resource-generating role of psychological empowerment. Consistent with COR theory, managers may reinforce this process by recognizing and rewarding proactive behaviors that build or expand resources at both individual and collective levels. This can be operationalized through performance evaluation systems that promote job crafting, as well as reward programs that acknowledge proactive problem-solving behaviors. In designing such systems, organizations should balance short-term outputs with longer-term capability building and combine individual- and team-based incentives.

Third, because the public-private distinction did not significantly alter the empowerment–job crafting relationship, similar empowerment-oriented practices may be applicable across ownership contexts. Nevertheless, manufacturing–service differences warrant attention. In the manufacturing sector, where tasks are often repetitive and highly structured, empowerment initiatives are particularly critical for encouraging job crafting behaviors. For this reason, managers in the manufacturing sector in particular must determine in which areas job crafting behaviors should be encouraged so that empowerment practices do not conflict with standardised production processes.

Finally, the double moderating effect of sectoral differences indicates that managers and policymakers need to focus on more careful and comprehensive strategies. In particular, empowering employees in the private and manufacturing sectors enhances their proactive behaviors at work (i.e., job crafting). This finding clearly indicates that interventions targeting employees and their work should be designed with sensitivity to sector-specific dynamics. In this context, policymakers and managers should align human resources policies that support psychological empowerment and job crafting practices with corporate strategy. To this end, it is particularly beneficial to provide empowering leadership training to lower and middle managers in the private and manufacturing sectors. This practice will minimise the risk of empowerment practices adopted by senior management not being passed on to employees.

6.3 Conclusion

In conclusion, the study contributes to the academic literature and introduces novelty by examining the effect of psychological empowerment on job competence within the context of the JD-R Model and the COR Theory, moderated by sectoral differences in ownership structure and field of activity. Indeed, the study determined that the effect of psychological empowerment on job competence is not independent of the universal and organizational context, and that sectoral contextual conditions must be taken into account. Therefore, the study addresses the double moderation of sectoral differences defined by ownership structure and field of activity, filling a gap in the literature that disregarded the sector-specific context by examining the contextual situations in which this effect is strengthened. In this context, it explains how the opportunities and constraints that organizations offer to employees as a result of sectoral differences shape the transformation of individual resources into behavior. More specifically, it makes an important contribution by showing that psychological empowerment is not a resource that can be used in every context within organizations and that, in order for it to be transformed into job crafting, the structural dynamics of the ownership structure and the sector in which the organization operates must be considered.

6.4 Limitations and Future Research

The contributions of the study should be evaluated considering the specific characteristics of the context in which the research data was obtained. Although the fact that the research data was collected taking into account sector differences (ownership status and field of activity) is an important contribution in terms of examining the psychological empowerment–job crafting relationship considering contextual conditions, and therefore a theoretical contribution, the findings may not be generalisable to highly autonomous or standardised job systems. This is because the findings indicate that the psychological empowerment–job crafting relationship is not a universal mechanism and may be conditioned by the aforementioned sector differences.

The fact that the study was conducted using cross-sectional data and limited to a single province in Türkiye also restricts both the interpretation of causal relationships and the generalizability of the findings to different geographic or cultural contexts. Although the results indicate that common method bias is not a concern, the reliance entirely on self-reported data from employees raises the potential for measurement biases, such as social desirability bias. To address these limitations, it is recommended that future studies incorporate managerial evaluations, collect data from a wider range of regions and sectors, and include cross-cultural comparisons to enhance generalizability. Another recommendation for future research is to enrich the model by including leadership, attitudinal, and behavioral variables, which would enhance both the explana-

tory power and theoretical depth of the model. Finally, it is important to recognize that job crafting is a key factor in adapting to the rapidly changing work environment. Therefore, in line with the existing literature (Irfan et al., 2023; Masood et al., 2023), this study emphasizes the need for further research on job crafting, taking into account various organizational and sectoral dynamics.

Availability of Data and Materials

Data are available on request.

Author Contributions

GK designed the study, conducted the research, analysed the data, and wrote the manuscript. The author read and approved the final manuscript and is accountable for all aspects of the work.

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Conflicts of Interest

The author declares no conflicts of interest.

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