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RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT, JOB CRAFTING, AND JOB PERFORMANCE: A MEDIATED MODEL *

ABSTRACT

Purpose: This study discusses perceived organizational support, job performance, and job crafting, and aims to determine the relationships between these variables with a mediated model.

Methodology: In line with the purpose of the study, a literature review was first carried out and research hypotheses were developed based on both theoretical and empirical findings. The data required to test the hypotheses (222 data) were obtained from a company operating in the manufacturing sector in Konya (Turkey). Data were analyzed using the SPSS, AMOS, and PROCESS Macro software.

Results: The analysis showed that perceived organizational support positively affects job crafting and job crafting positively affects job performance. Furthermore, job crafting was observed to have a mediating role in the effect of perceived organizational support on job performance.

Conclusion: Perceived organizational support increases job performance both directly and indirectly. Therefore, the perception of support in the organization increases job crafting and ultimately job performance.

Keywords: Perceived organizational support, job crafting, job performance

1. Introduction

Performance is an important criterion for organizations to reach their goals and continue their lives (Gavrea et al., 2011). For this reason, the concept of performance has attracted the attention of both academics and administrators through time, and there have been attempts to determine the individual and organizational factors that determine

performance. Findings of subsequent studies have revealed that many variables originating from the individual and the organization such as personality (Bakker et al., 2012), motivation (Shahzadi et al., 2014), organizational trust (Biswas & Kapil, 2017), ethical climate (Büte, 2011), psychological empowerment (Chiang, & Hsieh, 2012), perception of justice (Chien et al., 2010), job stress (Fonkeng, 2018), work engagement (Bakker et al., 2012), and job satisfaction (Miao & Kim, 2010) affect employee performance. Therefore, each study has attempted

* This study was obtained from the first author's master's thesis in Turkey under the supervision of the second author.

to answer questions such as “What can be done to improve employee performance? What characteristics make employee performance higher? What kind of work environment should be offered to the employees so that they can fulfill what is expected of them and even go beyond it?”, and has partially answered these questions with satisfactory findings. This study tried to find the answers to these questions and discussed the concepts of perceived organizational support and job crafting, which are two variables that affect work performance.

Perceived organizational support is the situation in which a colleague meets the needs and expectations of the organization of which they are a member and feels valued. This feeling allows important outcomes that benefit work and the organization such as decreased cynical attitudes of employees and increased organizational identification and attachment to the organization (Kerse & Karabey, 2019). Additionally, the employee feeling that they are supported in the organization promotes job crafting behavior (Kim et al., 2018). Job crafting involves employees making changes in their work for different individual or organizational purposes and making their work suitable and meaningful for themselves. This enhances employees’ positive emotions, psychological well-being, the level of attachment to work, job satisfaction, citizenship behavior (Kerse, 2019a), and work performance, which this study focuses on (Miraglia et al., 2017).

This study, which focuses on the impact of perception of organizational support of manufacturing sector employees on business performance through job crafting, is expected to contribute to the literature in three ways. Firstly, there are limited studies on job crafting in the national literature (Kerse, 2017; Kerse, 2019a); therefore, it was thought that studies on the subject should be carried out in Turkey and additions should be made to the precursor and successor variables of job crafting. Secondly, this study is the first in Turkey to address the relationship between job crafting and job performance, although such studies exist in the international literature. Finally, although dual relationships between the variables used in the study were discussed in different studies (Ingusci et al., 2016; Park et al., 2020; Turunç & Çelik, 2010; Chiang & Hsieh, 2012; Leana et al., 2009; Bakker et al., 2012), the variables of perceived organizational support, job crafting, and work performance were discussed together for the first time in this study and their relationships were examined. For these reasons, the study is expected to contribute to both national and international literature.

2. Theoretical framework and hypotheses

2.1 Perceived organizational support

Eisenberger et al. (1986) were the first to coin the concept of “organizational support” in the literature. These researchers defined organizational support as employees’ level of perception and belief that organizations value the contributions of employees to their work and care about their well-being (Eisenberger et al., 1986). In the following years, this definition was used as a reference and various definitions of the term were made in this direction. Looking at these different definitions of perceived organizational support, it can be said that the common denominator expresses the general opinion of employees as to whether organizations value the efforts and contributions of employees, care about their levels of well-being, and meet their needs (Kerse & Karabey, 2019).

It is possible to explain perceived organizational support with social exchange theory (Blau, 1964). Social exchange theory was put forward by Blau (1964). According to this theory, interactions between employees and the continuation of these interactions depend on the existence and alteration of mutually valuable things (Kerse & Karabey, 2019). If the organization values the employee, considers their well-being, and carries out practices accordingly (what the employee considers valuable), the employee also makes more efforts to achieve the objectives of the organization (what the organization considers valuable) and carries out activities that will ultimately achieve that goal (Eisenberger et al., 1990). Therefore, in line with social exchange theory, employee perceptions of support bring along many positive outcomes. In other words, the perception of support by employees in the organizational environment increases their job satisfaction (Côté et al., 2021), organizational commitment (Wu & Liu, 2014), identification with the organization (Edwards & Pececi, 2010), citizenship behaviors (Wu & Liu, 2014), and work engagement (Gokul et al., 2012), while reducing turnover intentions (Arshadi, 2011), silence behavior, (Akçin et al., 2017), and cynical attitudes (Biswas & Kapil, 2017). Therefore, it can be said that the perception of support is important for achieving organizational objectives and continuing life.

2.2 The relationship between perceived organizational support and job crafting

Job crafting refers to the changes and arrangements that employers make in their work in order to adapt their work to them. In other words, job crafting in-

volves employees organizing their work according to their personal interests, needs, expectations and abilities for different purposes and ultimately harmonizing their work with them. This concept was first discussed by Kulik et al. (1987). The researchers stated in their study that the work being done should involve employees, and that they should be able to redesign their work on their own initiative from time to time without approval of the managers, therefore describing job crafting as it is used today.

Job crafting has an in-depth view of what changes employees undergo to improve their performance and well-being (Bruning & Campion, 2019). From this point of view, employees change the tasks and relationships in their work on their own initiative (Hetland et al., 2018). This change becomes part of the work, leading the work to be organized according to individual goals and needs (Bruning & Campion, 2019).

Individual and organizational factors play a decisive role in employees exhibiting job crafting behavior. Individual factors such as self-efficacy (Golparvar & Khafi, 2021; Kanten, 2014; Kim et al., 2018), person-organization fit (Koçak, 2018), personality (Bell & Njoli, 2016), personal initiative (Tims et al., 2012), adaptation to change (Lyons, 2008), workaholicism (Hakanen et al., 2018), and employee engagement (Tims et al., 2015) are positively associated with job crafting. It can be said that organizational factors such as leadership (Kerse & Babadag, 2019), job characteristics (Petrou, 2013), and organizational objectives (Lyons, 2008) are a decisive factor in job crafting. Another variable that determines the emergence of job crafting behavior is perceived organizational support.

It is possible to explain its relationship with job crafting behavior, which is a positive result of perceived organizational support, using the conservation of resources theory. This theory suggests that individuals attempt to obtain and conserve resources. According to the theory, individuals always tend to get more resources than they have (Hobfoll, 1989). Therefore, when organizations take individually and socially supportive actions such as respecting their employees and increasing seniority, they strive to increase their success in their work and can take more individual responsibility and make some positive changes in their business processes (Kim et al., 2018). As a matter of fact, studies in the literature have revealed findings that support this claim. For example, a study conducted by Kim et al. (2018) found that employees' percep-

tions of organizational support had a positive effect on task crafting, relational crafting and cognitive crafting behaviors. Ingusci et al. (2016) conducted a study on teachers and found a positive relationship between perceived organizational support and job crafting. Park et al. (2020) concluded in their study on human resources experts that the effect of organizational support on job crafting was statistically significant and positive. Based on these views, the following hypothesis was developed:

H₁: Perceived organizational support has a positive effect on job crafting.

2.3 *The relationship between perceived organizational support and job performance*

Performance is the indicator of the gains made by employees as a result of their efforts to perform their tasks (Büte, 2011). Job performance is defined as direct or indirect contributions of employees to the goals of organizations (Fonkeng, 2018). In other words, job performance is the actions and behaviors that employees consciously exhibit to contribute to the goals of the organization to which they belong (Chien et al., 2010). These actions and behaviors by employees include material or intangible results that affect the success and performance of their organizations (Anitha, 2014). Therefore, job performance relates to what employees do or do not do when performing their tasks (Shahzadi et al., 2014).

From a general point of view, employee performance is considered to be the most important output in the organization. Therefore, employees, who are the determinants of performance, play a critical role in the success of organizations. Job performance is seen as the main building block of organizations operating with a focus on service and production. Thus, it is expected to remain an important output in the future (Khtatbeh et al., 2020). It is hence important to determine which variables contribute to improving employee performance and which variables hinder it. Although there are many individual and organizational variables that affect job performance, organizational support is one of the most important perceptual variables.

The relationship between organizational support and job performance can be explained within the scope of Blau's (1964) "social exchange theory". According to social exchange theory, if a person exhibits behavior that benefits another, the receiving party is also obliged to do so (Cetin & Senturk, 2016). When this theory is reflected in business life, employees exhibit loyalty and performance to the extent that they believe that the activities carried out by the organiza-

tion are beneficial for them. The main determinant of the beginning of social exchange between the organization and the employee is that the organization supports and invests in the employee. In this context, support provided by organizations to employees can improve their performance. Studies examining the relationship between organizational support and job performance have obtained results that indicate this. For example, Turunç and Çelik (2010) concluded in their study on small business employees that perceived organizational support positively and meaningfully affects job performance. In their study conducted on teachers, Işık and Kama (2018) observed that perceived organizational support has a positive effect on teacher performance. Mioa and Kim (2010) concluded in their study that job performance is positively related to perceived organizational support. In another study, Chiang and Hsieh (2012) found that organizational support positively and meaningfully affects job performance. Based on these views, the following hypothesis has been developed:

H₂: Perceived organizational support has a direct positive effect on job performance.

2.4 The relationship between job crafting and job performance

Job crafting refers to the actions that employees take with the aim of making improvements in their work by making some changes. Employees exhibit job crafting behavior to increase the meaningfulness of their work for themselves, have a positive business identity, increase their well-being and performance levels, and make their jobs more compatible with themselves (Tims & Parker, 2020). Their job crafting behavior can enable them to develop methods that include some autonomy in their work and subsequently increase their performance by adapting to their work.

We can explain the relationship between job crafting and job performance by Hobfoll's (2001) conservation of resources theory. Employees can more easily meet what their job demands from them by increasing their resources in the job through job crafting behavior. This allows them to perform more, protecting them from stress, burnout, and exhaustion. Furthermore, employees are willing to use all their skills in their work when existing work resources are sufficient to cope with job demands (Miraglia et al., 2017).

Job crafting is a concept that generally improves job performance. Many studies have been carried out on these two variables. Leana et al. (2009) found that teachers' job crafting behaviors reflected positively

in their job performance. In their study, Bakker et al. (2012) found that employees were able to proactively improve their performance to the extent that they could regulate their work environment. In another study, Ince and Özbozkurt (2019) found that job crafting significantly affects job performance. Based on these findings and explanations, the following hypothesis was developed:

H₃: Job crafting has a positive effect on job performance.

2.5 The mediating role of job crafting

As mentioned earlier, employees' perceptions of organizational support increases their job crafting levels (Kim et al., 2018; Ingusci et al., 2016; Park et al., 2020; Kim et al., 2018) and job performance (Arshadi & Khaavi, 2013; Chiang & Hsieh, 2012; Turunç & Çelik, 2010). However, employee job crafting levels also improve their job performance (Leana et al., 2009; Miraglia et al., 2017). Therefore, it can be stated that perceived organizational support can indirectly affect job performance. In other words, job crafting can have a mediating role in this effect. Although there are no studies in the literature that examine these variables and their relationship together, there are studies showing that job crafting can be a mediator in a model with different variables (Sen & Dulara, 2017; Opea et al., 2019). In line with these findings and explanations, the following hypothesis regarding mediation was developed:

H₄: Job crafting has a mediating role in the effect of perceived organizational support on job performance.

3. Research method

The Karamanoğlu Mehmetbey University Scientific Research Publication Ethical Committee granted Ethics Committee approval for this study dated 26 May 2021 under No. 61-70.

3.1 Research purpose and sample

This study examined whether the perception of organizational support in the manufacturing sector affects job performance and, if it does, whether job crafting plays a mediating role. In line with this, the study attempted to answer questions such as: To what extent and how does the perception of support from the organization of which the employees are members affect their job crafting? To what extent and how do employees' perceptions of organizational support affect their performance? Do employee job crafting behaviors improve their job performance? Does job

crafting play a role in the effect of the perception of support on job performance?

The sample consists of employees working in a factory in the manufacturing industry in Konya. The intense work pace present in the manufacturing industry has led the study to examine the variables of perceived organizational support, job crafting, and job performance and the relationship between them within the context of this industry. Therefore, data were collected from employees in the industry with the survey method. The company employs 340 employees. Calculations regarding sample size were made and it was determined that 181 individuals were sufficient for representability (with a 95% confidence level)¹. Using this as a reference, 248 surveys were sent to employees in the manufacturing industry using the simple random sampling method, and 228 of them were returned. There were data losses in 6 surveys, therefore, analyses were carried out on 222 surveys. Of the 222 surveys, male employees were more likely than women (89.2%) to be in the industry, and the rate of single employees was slightly higher (50.09%) than the rate of married people. Based on age-related data, it was determined that the proportion of employees between the ages of 26 and 35 was higher (44.01%), and that the majority of employees had 1-4 years of work experience (33.8%). Their education status revealed that the majority were high school graduates (52.3%).

3.2 Scales used in the research

The study utilized the survey method to collect data. The items in the survey were measured by a Likert-type scale (from 1 - strongly disagree to 5 - strongly agree).

Perceived Organizational Support: A scale of 10 questions developed by Eisenberger et al. (1986) and later used by Armstrong-Stassen and Ursel (2009) was used to measure participants' perceptions of organizational support. Reliability and validity of the organizational support perception scale was examined by Turunç and Çelik (2010). In Turunç and Çelik's study (2010), it was observed that the Cronbach alpha coefficient of the scale was 0.880, and that met the criteria for validity.

Job Performance: The job performance scale was first developed by Kirkman and Rosen (1999) and later used by Sigler and Person (2000). The scale contains four (4) items. For this study, the original scale was referenced and scale items were arranged within the context of the manufacturing industry. Reliability and validity of scale items were exam-

ined in Çöl's (2008) study and deemed reliable due to the Cronbach alpha coefficient being 0.828. Additionally, criteria regarding its validity have been provided in the study.

Job Crafting: The scale developed by Slemp and Vella-Brodrick (2013) and adapted to Turkey by Kerse (2017) was used to measure job crafting. The scale consists of 15 expressions and 3 sub-dimensions: task crafting, cognitive crafting and relational crafting. In the analysis of the scale, Kerse (2017) suggested that the Cronbach alpha coefficient and validity values met the reference criterion, both dimensional (0.757; 0.860; 0.844) and scale overall (0.918).

3.3 Statistical methods used in the research

The data obtained in the study were analyzed using the SPSS and AMOS package programs. Reliability analysis, exploratory and confirmatory factor analysis, and correlation analysis were performed using these programs. In addition, the SPSS PROCESS Macro plug-in was used for testing hypotheses. The normal distribution conformity test was performed before data analysis. In this respect, skewness and kurtosis values of the variables were examined and it was determined that the assumption of normality was achieved by confirming that these values ranged between -3 and 3 (Sposito et al., 1983), which can be seen in Table 3.

The Cronbach alpha reliability criterion, which demonstrates the internal consistency of the scale, was used to test the reliability of the scales involved in the study. The Cronbach alpha coefficient of 0.70 and above was taken into consideration. The items with a total score correlation of less than 0.30 were removed from the scale. As a result of the analyses, the total score correlation of the three (3) items on the perceived organizational support scale was excluded from the analysis its value less than 0.30. Therefore, other analyses were carried out using seven (7) items. In terms of reliability analysis, it was determined that the scales of perceived organizational support (0.923), job crafting (0.936) and job performance (0.911) were reliable.

3.4 Factor analysis of scales

Exploratory and confirmatory factor analyses were performed on the scales to analyze the structure validity of the scales used in the study. In exploratory factor analysis, it was ensured that the lowest values of factor loads were 0.40 and above. The items below this value were not analyzed. The KMO (Kaiser-Meyer-Olkin Measure of Sampling Adequacy)

¹ <https://www.surveysystem.com/sscalc.htm>

is based on sample adequacy of 0.60 and above, and the significance of Bartlett's globality test being $<.05$. Furthermore, the compatibility of the factor structure found as a result of exploratory factor analysis was tested with validating factor analysis

and it was ensured that the standardized regression loads of the items were not less than 0.50. In the factor analyses made in this direction, it was determined that all scales met the reference criteria (see Table 1 and Table 2).

Table 1 Exploratory and confirmatory factor analysis findings

Exploratory Factor Analysis					Confirmatory Factor Analysis
Scales	Factor Loads	Eigenvalue	Explained Variance	Total Variance	Factor Loads
POS					
POS1	.682	4.823	68.900	68.900	.76
POS2	.775				.82
POS3	.732				.85
POS4	.718				.84
POS5	.536				.67
POS6	.698				.79
POS7	.682				.79
JC					
JC-TC1	.708	8.219	54.795	68.279	.71
JC-TC2	.671				.81
JC-TC3	.643				.73
JC-TC4	.643				.69
JC-CC1	.715	1.084	7.227		.83
JC-CC2	.597				.73
JC-CC3	.673				.79
JC-CC4	.720				.79
JC-CC5	.681				.76
JC-RC1	.669	.939	6.258		.79
JC-RC2	.738				.79
JC-RC3	.810				.45
JC-RC4	.649				.71
JC-RC5	.657				.82
JC-RC6	.668				.83
JP					
JP1	.777	3.160	79.002	79.002	.87
JP2	.818				.92
JP3	.790				.77
JP4	.774				.75

POS: Perceived Organizational Support; JC = Job Crafting; TC: Task Crafting; CC = Cognitive Crafting; RC = Relational Crafting; JP = Job Performance

Source: Authors' calculations

Table 2 Scale fit index results

Indexes	Reference value	POS	JC	JP
CMIN/DF	$0 < \chi^2/sd \leq 5$	1.875	1.959	.356
CFI	$\geq .90$.991	.963	1.000
RMR	$< .1$.047	.046	.002
IFI	$\geq .90$.991	.963	1.000
TLI	$\geq .90$.983	.951	1.000
RMSEA	$< .05-.08 \leq$.063	.066	.000

Source: Authors' calculations

3.5 Hypothesis testing

Before analyzing research hypotheses, correlation analysis was performed to determine the magni-

tude and direction of the relationship between perceived organizational support, job crafting, and job performance. The findings are presented in Table 3.

Table 3 Relationships between variables and normality values

Variables	Mean	S.D.	POS	JC	JP	Skewness	Kurtosis
POS	3.20	1.131	1			-0.152	-0.296
JC	4.11	.787	.443**	1		-1.322	2.382
			.000				
JP	4.40	.801	.276**	.683**	1	-2.071	5.498
			.000	.000			

POS: Perceived Organizational Support; JC= Job Crafting; TC= Task Crafting; CC= Cognitive Crafting; RC= Relational Crafting; JP= Job Performance

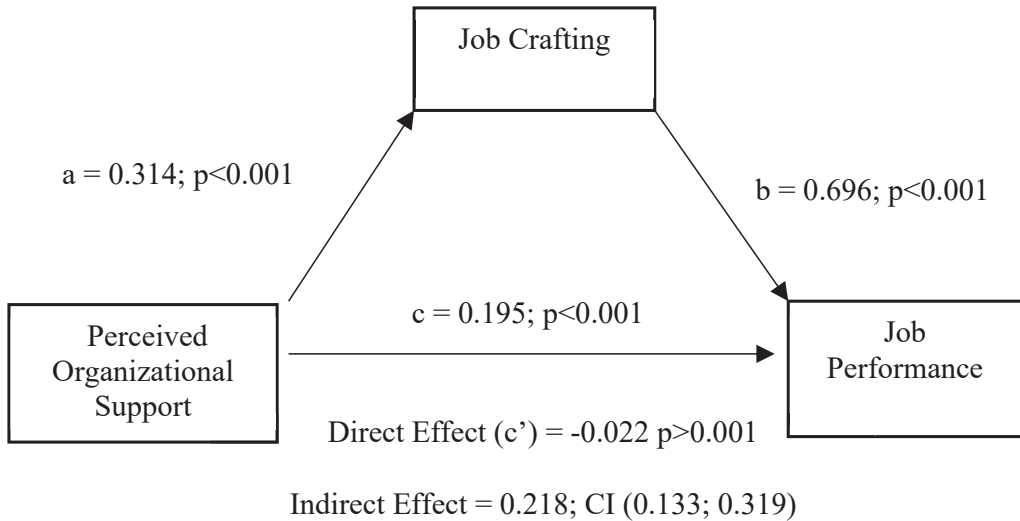
Source: Authors' calculations

The relationships between the variables in Table 3 reveal that there is a moderate positive relationship between perceived organizational support and job crafting ($r=.443$), a low-level positive relationship between perceived organizational support and job performance ($r=.276$), and a good positive relationship between job crafting and job performance ($r=.683$).

The hypotheses were tested after identifying the relationships between the study variables. The basic hypotheses and the mediation hypothesis have been tested in line with the established model using PROCESS Macro. X (perceived or-

ganizational support) refers to the independent variable, M (job crafting) refers to the mediating variable, and Y (job performance) refers to the dependent variable in the mediating variable model. In order for variable M to assume the role of a mediating variable, there needs to be a significant regression relationship between X and Y, X and M, and M and Y, respectively. For this reason, the paths a, b, and c should be statistically significant in terms of regression relationships (Hayes, 2013). The findings obtained in the study after the use of these criteria as a reference and their analysis are given in Figure 1.

Figure 1 Findings of the hypothesis test



Source: Authors' calculations

Figure 1 reveals that organizational support statistically does not directly and significantly predict job performance ($\beta = -0.022; p > 0.001$). In this respect, H_2 is not supported. The analysis revealed that organizational support had a positive effect on job crafting ($\beta = 0.314; p < 0.01$). This result indicates that H_1 is supported. According to another finding obtained in the analysis, job crafting has a positive and significant effect on job performance ($\beta = 0.696; P < 0.01$). Therefore, H_3 is also supported. Multiplying the effect coefficients in paths “a” and “b” yields the magnitude of the indirect effect. The indirect effect in the model (0.314×0.696) was found to be 0.218 ($\beta = 0.218; CI [0.1333; 0.3195]$). Furthermore, Figure 1 reveals that the direct effect is -0.0229 and is insignificant ($p > 0.001$). Therefore, perceived organizational support has an indirect effect on job performance. In other words, organizational support has a statistically significant effect on job performance through job crafting. For this reason, H_4 is supported. Job crafting was identified as a full mediator in this model due to the significant relationship between organizational support and job performance, losing its significance when job crafting is included in the model.

4. Evaluation and results

This study attempted to determine whether perceived organizational support directly or indirectly (through job crafting) affects job performance. The findings of the study are presented below and evaluations were made.

The first of the findings obtained in the analyses reveals that organizational support affects job crafting positively and at a significant level. This finding is consistent with previous studies on organizational support and job crafting (Kim et al., 2018; Ingusci et al., 2016). Therefore, it was determined that the employees who thought they enjoyed support of their organization were more selfless in their work, took individual responsibilities, and made some changes, harmonizing them ultimately with their work.

According to another finding obtained in the study, job performance increases as job crafting behavior increases. This finding is similar to previous studies (Tims et al., 2015; Leana et al., 2009; Bakker et al., 2012). Therefore, employees are motivated to adapt their work to themselves with some changes they make in the process. The fact that the work is done in line with the knowledge, skills, abilities, and desires of the person also leads to high performance.

The last finding obtained in the study reveals that the perception of organizational support does not directly affect job performance, but does so indirectly through job crafting. In other words, employees' beliefs that their personal values and needs are valued in the organization make them organize and make changes in their work by acting proactively. The behavior of making these arrangements and changes aligns the employee's work with their needs and expectations. This allows them to do their job better to predetermined standards, improving their performance.

When the findings are examined holistically, the importance of employees' perceptions of support and their job crafting levels for improving job performance is clearly visible. Performance is one of the most important criteria for survival in past and currently existing organizations (Gavrea et al., 2011). Therefore, organizations and their representative managers should constantly investigate activities and practices that will improve the performance of employees - and hence the organizations - and attempt to make changes in the organization in this regard. This study revealed that improving performance at work and ultimately in the organization can be made possible by two important variables: the perception of support and crafting behaviors. Based on this finding, it is worth mentioning a few recommendations for managers who want to improve job performance. Managers should first tell their employees that they are supportive of them in all matters, turn to supportive behavior, and also ensure that the employees perceive this support. Because in addition to improving performance at work (Chiang & Hsieh, 2012), creating this perception allows employees to exhibit decreased cynical attitudes and behaviors towards the organization, adopt the organization as if it were their own organization, and devote themselves to its work (Kerse & Karabey, 2019). However, managers should give them the autonomy to make changes to the work they do as well as to create an organizational environment in which employees can organize their

work based on personal interests and expectations. Creating this environment and ultimately the shift of the workforce towards crafting behaviors makes them fit with their work (Kerse, 2018) and more satisfied (Kerse, 2019b) as well as reduce boredom at work (Kerse, 2019a). More importantly, as seen in this study, it improves performance at work and therefore ensures that organizations maintain a competitive advantage and continue their lives.

To summarize the findings, the study obtained findings on the effect of manufacturing industry employees' perceptions of organizational support and job crafting behaviors that can guide organizations to influence job performance. Organizational support provided by organizations improves job performance because it increases happiness of employees and their motivation. However, this effect takes place with job crafting. Organizational support provided to the workforce enables them to exhibit job crafting behaviors, which is proactive behavior, and has an enhancing effect on their performance. Therefore, employees can be more efficient and productive by integrating their jobs with their own values and characteristics. This situation creates a working environment in which both sides are positively affected in an employee-organization context. Organizations achieve their objectives to the extent that they can maintain this positive working environment, which is ultimately reflected in the objectives of the organization.

Just like all other studies, this study has certain limitations. The first limitation is that the main sample of the study includes only employees working in the manufacturing industry in Konya. Another limitation is that the study consists of employees in only one industry and does not include employees working in other industries. Another limitation is the possibility that manufacturing industry employees cannot answer questions with sufficient care and attention due to the workload and the pandemic. Therefore, it may be recommended to conduct studies on employees under less workload after the pandemic.

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