

The effect of psychological capital and leader-member exchange on job crafting and organizational synergy: The case of a public hospital

Psikolojik sermaye ve lider üye etkileşiminin iş becerikliliği ve örgütsel sinerjiye etkisi: Kamu hastanesi örneği

Sevgi Demiray¹ 

Necmiye Tülin İrge² 

¹ PhD student, Istanbul Aydın University, Institute of Graduate Study, Istanbul, Turkey, sevgidemiray@stu.aydin.edu.tr

ORCID: 0000-0001-9386-9984

² Asst. Prof., Dr., Istanbul Aydın University, Faculty of Economics and Administrative Sciences, Istanbul, Turkey, necmiyeirge@aydin.edu.tr

ORCID: 0000-0001-9936-6229

Corresponding Author:

Necmiye Tülin İrge,

Istanbul Aydın University, Faculty of Economics and Administrative Sciences, Istanbul, Turkey, necmiyeirge@aydin.edu.tr

Submitted: 10/01/2022

1st Revised: 13/02/2022

2nd Revised: 27/02/2022

Accepted: 10/03/2022

Online Published: 25/03/2022

Citation: Demiray, S., & İrge, N.T., The effect of psychological capital and leader-member exchange on job crafting and organizational synergy: The case of a public hospital, *bmij* (2022) 10 (1): 261-279, doi: <https://doi.org/10.15295/bmij.v10i1.1998>

Abstract

Psychological capital is of great importance for organizations to gain sustainable competitive advantage and reach organizational goals through the effective use of human resources. The theory of leader-member exchange focuses on the main characteristic of the relationships between the leader and the employees, ensures that these relationships occur at different levels with each employee, and affect several behaviours of the organization, particularly performance. The most critical behavioural outcomes of the psychological capital and leader-member exchange concepts are organizational synergy and job crafting. For healthcare professionals with busy and stressful working hours, their psychological capital would strengthen motivation through the leader-member exchange, thus, supporting job crafting and organizational synergy. This study aims to reveal the effect of psychological capital and leader-member exchange on job crafting and organizational synergy in healthcare personnel through structural equation modelling. As a result of the analyses, it was determined that psychological capital and leader-member exchange were significantly and positively related to job crafting and organizational synergy, and psychological capital was a more vital influencer than leader-member exchange. It is expected that this study will raise awareness among managers and decision-makers working in the healthcare sector, serve as a guide, and also create an input for future studies.

Keywords: Psychological Capital, Leader-Member Exchange, Job Crafting, Organizational Synergy, Structural Equation Modeling

JEL Codes: M52, M31, E24

Öz

Psikolojik sermaye, örgütlerin sürdürülebilir rekabet avantajını yakalayabilmeleri ve insan kaynağını etkili bir şekilde kullanarak örgütsel amaçlara ulaşabilmeleri adına büyük bir önem taşımaktadır. Lider-üye etkileşim teorisi ise, lider ve çalışanlar arasındaki ilişkilerin doğasına odaklanarak bu ilişkilerin her çalışanla farklı düzeylerde gerçekleşmesini sağlamakta ve performans başta olmak üzere örgüte ait birçok davranışı etkilemektedir. Psikolojik sermaye ve lider üye etkileşimi kavramlarının en önemli davranışsal çıktıları örgütsel sinerji ve iş becerikliliğidir. Yoğun ve stresli mesai saatleri olan sağlık çalışanları için psikolojik sermayeleri, lider üye etkileşimi ile motivasyonu güçlendirerek, iş becerikliliğini ve örgütsel sinerjiyi destekleyecektir. Bu çalışmanın amacı, sağlık personeline yönelik olarak, psikolojik sermaye ve lider üye etkileşiminin, iş becerikliliğine ve örgütsel sinerjiye etkisini yapısal eşitlik modeli yardımıyla ortaya koymaktır. Analiz sonucunda, psikolojik sermaye ve lider üye etkileşiminin iş becerikliliği ve örgütsel sinerji üzerinde pozitif anlamlı ilişkili olduğu ve psikolojik sermayenin lider üye etkileşimine göre daha güçlü bir etkileyici olduğu belirlenmiştir. Bu çalışmanın, sağlık sektöründe görev yapan yöneticilere, karar vericilere farkındalık yaratması ve yol gösterici olması, ileriki çalışmalara girdi oluşturması beklenmektedir.

Anahtar Kelimeler: Psikolojik Sermaye, Lider Üye Etkileşimi, İş Becerikliliği, Örgütsel Sinerji, Yapısal Eşitlik Modeli

JEL Kodları: M52, M31, E24

Introduction

Individuals need to know the extent of their self-efficacy, optimism, hopes, and psychological resilience and develop their behaviours in this context to overcome the various difficulties brought by business life and go beyond that. These concepts appear necessary in individuals' business lives and their private lives. In this sense, significant concepts are: "self-efficacy" as an individual's feeling of competence regarding what they can do in business life to the extent of their abilities; "optimism" as an individual's feelings, thoughts, and behaviours that similar adverse events will not happen in the future by attributing positive thoughts to other situations that they might encounter in the future after an adverse situation; "hope" that certain expectations about the future will come true; and "psychological resilience", which is the belief that one can protect their psychological state in the face of adverse events.

According to the Leader-Member Exchange Theory, various types of relationships develop due to the mutual interaction of leaders or managers with their subordinates, and the quality of these relationships impacts individual and organizational results. In the studies on the Leader-Member Exchange Theory, it was revealed that managers developed a variety of interactions with each of their subordinates, varying from low to high qualification levels. It was argued that the quality of interaction impacted many results, such as job satisfaction, job performance, organizational commitment, organizational synergy, and employee turnover. The prerequisite for directing employees to do their job better instead of wasting their energies on conflict or arguing with each other is the feeling of trust and communication of employees towards the manager. Neither synergy nor cooperation will be possible when there is no communication between the leader and the subordinate.

It is known that cooperation, creative practices, and proper communication among the organisation's employees are essential factors to create synergy within the organization. For an organizational leader to create synergy within the organization, they must have the characteristics of empathetic listening and respecting the ideas of the other. Creating a positive synergy effect is trust, effective communication, quick feedback, and creativity. For the development of synergy in an organization, it is necessary to emphasize that the essential dynamics are the volunteerism arising from sharing common objectives and solidarity, the empowerment of the organisation members, and the capability arising from the participant's concentration. Synergetic relationships are both solid and productive and one of the significant positive outcomes for an organization.

Ensuring harmony between employees and their jobs has recently come to the fore as an issue that has been given importance by organizations recently. Therefore, a need has arisen for the job crafting process, which enables employees to express themselves better, reflect their characteristics to their work, and play an active role. The concept of job crafting is considered as individuals taking an active role in initiating some changes related to their jobs. Numerous benefits of job crafting, both for the employee and the organization, have been demonstrated through several studies. These benefits can be listed as numerous individual and positive organizational results such as job satisfaction, attachment to work, development of the sense of citizenship, increase in psychological capital and job performance, decrease in work boredom and emotional exhaustion, increase in organizational synergy, and so on. Therefore, job crafting appears to be an essential concept for both the organization and the employees.

In business life, on the one hand, organizations need to support these positive concepts. On the other hand, they need to consider the possible negative behaviours of employees that may harm both the organization and their colleagues. The healthcare sector is one of the sectors where the positive aspects of the employees should be intensely protected. At the same time, the damage to the organization should be kept at a minimum level. Stressful and busy working conditions create the need for healthcare professionals to have high psychological capital and have a robust leader-member exchange. These concepts will strengthen organizational synergy even under heavy working conditions and increase job crafting thanks to the high motivation of people. Individuals with solid psychological capital also exhibit positive attitudes in leader-member exchange. This harmony will positively reflect on organizational outputs. In addition to the well-known job outcomes such as motivation, job satisfaction, and organizational commitment concepts, it will also positively affect behavioural outcomes like job crafting and organizational synergy.

The study aims to determine the impacts of psychological capital and leader-member exchange on job crafting and organizational synergy in terms of healthcare professionals in different positions.

Conceptual framework

Psychological capital

Psychological capital, in general, can be defined as the positive psychological development of an individual (Luthans, Avolio, Avey, & Norman, 2007). It emerges as a natural outcome of research conducted in the organizational context, in other words, positive organizational behaviour, focusing on what is right and good for people instead of focusing on the problematic aspects of people (Luthans, Youssef, & Avolio, 2015). In another definition, psychological capital is also defined as the holistic mental state that personal benefits can be obtained for today and the future due to the acquisition of rewards based on experience (knowledge, skill, talent development) (Siu, 2013). It is possible to say that psychological capital focuses on the changeable and improvable aspects of the individual rather than the static and hard-to-change personality traits (Luthans & Youssef-Morgan, 2017). Psychological capital can be defined in more detail through the four components of this structure. Accordingly, as a whole, psychological capital represents the following sources: the confidence in putting forth the required effort to accomplish a challenging task (self-efficacy); positive attitude about being successful now and in the future (optimism); willpower shown in line with the determined targets and, when necessary, reviewing the targets and determining new road maps (hope); and resilience against setbacks and problems, and coming out of such events stronger (psychological resilience).

Self-efficacy: It is an individual's self-confidence and opinion about themselves to mobilize the cognitive resources, motivation, and behavioural patterns required to successfully perform a particular task under certain conditions (Luthans, Norman, Avolio, & Avey, 2008). The individual's gaining self-efficacy in a particular task or field depends on trying to do that task successfully, learning from the experiences of others, being encouraged by others, and being given positive feedback (King, Pitliya, & Datu, 2020).

Optimism: Optimism, which is generally defined as an attitude or personality trait, is positive expectations for the events that an individual will encounter in their life (Datu, King, & Valdez, 2018). It was stated that optimistic individuals can exhibit healthy developmental behaviours and can be successful in many areas through their psychological well-being (Luthans et al., 2015). By usually making positive attribution, optimists explain positive events with internal, permanent, and general reasons and adverse events with external, variable, and special reasons (Carter & Youssef-Morgan, 2019).

Resilience: It is considered as a person's ability to cope with many negative situations (obstacles, uncertainty) and to be successful. It is a complex and sensitive process that lasts a lifetime. Resilience is the result of the individual's struggles against constant changes and uncertainties with their environment (Luthans et al., 2008). Everyone has a potential level of resilience, but reaching this level may vary depending on experiences, qualifications, environment, and the balance of protective and risk factors (Peterson, Luthans, Avolio, Walumbwa, & Zhang, 2011). As can be understood from the definition, resilience is shaped according to the challenges experienced.

Hope: Hope is defined as the expectation that the desired but not yet reached goals will be achieved in the future (Luthans et al., 2007). In other words, hope means a positive feeling for a situation desired to be realized (Carmona-Halty, Salanova, Llorens, & Schaufeli, 2019). In another definition, hope is a positive motivational process focused on success, and it expresses the energy needed to achieve goals (Kim, Oja, Kim & Chin, 2020). Based on this definition, the motivational effect of hope provides the determination to take another action and achieve goals.

Leader-member exchange

Leader-member exchange (LMX) theory is explained as an approach that evaluates the interaction of the leader and the member in an organization and the behaviours arising from this relationship, examines and reveals the common culture, attitudes, and behaviours that derive from the sharing of the parties (Power, 2013). LMX is briefly expressed as a leadership model that emerges within the relations formed between the leader and its members based on social interaction (Carmeli, Gelbard, & Reiter-Palmon, 2013). Leader-member exchange means that the leader takes on different roles, develops new styles, and interacts with each employee differently (Kim, Han, Son, & Yun, 2017). The majority of leadership approaches focus on how a leader will treat their followers in the face of situational variables. They are based on the assumption that the leader behaves towards all followers and members of the organization by displaying similar or the same attitudes. The LMX theory, on the other hand, reveals that it differs from other leadership theories, with the assumption that the leader can interact with all members of the organization through different leadership attitudes and behaviour styles (Loi, Chan, &

Lam, 2014). The LMX theory believes that leaders develop relationships in various styles with their subordinates or members separately. The quality of these relationships impacts leader-member attitudes and behaviours (Markham, Yammarino, Murray, & Palanski, 2010).

Affect: Affect (or emotional interaction) is described as the affection (or sympathy) that the leader and subordinates feel for one another, stemming from individual charm instead of their job or vocational values (Olsson, Hemlin, & Pousette, 2012). Briefly, it refers to a liking between individuals apart from business or job-related values. Suppose the leader and member exchange is a sign of an affective bond, and there is a reciprocal admiration. It might positively affect the relationship between the leader and the member (Zang, Waldman, & Wang, 2012). The influence factor in a leader-member exchange impacts the status and quantity of interchanges between the parties of the duo more when compared to commitment or contribution, leading to a more friendly and welcoming ambience in the workplace (Park, Sturman, Vanderpool, & Chan, 2015).

Loyalty: Loyalty is the state in which the leader and the member show in public that they encourage each other's personalities and behaviours (Zang et al., 2012). The loyalty dimension assists leaders in deciding what tasks to delegate to whom (Martin, Guillaume, Thomas, Lee, Epitropaki, 2015). Loyalty focuses on the state that the leader and members are loyal to one another. It has a critical function in developing and persistence of leader-member exchange (Kim, Liu, & Diefendorff, 2015). Leaders tend to delegate tasks that demand autonomous decision-making and take responsibilities in the organization to particular subordinates who are highly loyal (Jo, 2010).

Professional respect: It is the perception related to the degree of recognition by other organisation members that any member is thoroughly advanced in their profession inside and outside the organization (Kim et al., 2017). The perception of professional respect may originate from the person's experiences or remarks made by individuals from inside or outside the organization and historical information such as awards or professional respectability gained by the individual (Islam, Khan, Ahmad, & Ahmed, 2013). From a different perspective, it is a perception based on the individual's past or formed through the people with whom they worked.

Contribution: It is defined as the parties' perception of the direction, amount, and quality of the work-related activities performed by each member in line with the leader and the member (Luo & Cheng, 2014). When evaluating work-related activities, the extent to which the member performs works that are not written in the job description or employment contract and takes responsibility, and similarly, the degree of resources and opportunities provided by the leader for such activities are essential (Zang et al., 2012). As a result of the successes of the subordinate in the organization, better quality interaction with the leader will emerge. The leader will transfer the resources (such as the knowledge and experience of the leader, budget, and material support) to the subordinate, thereby ensuring continuity in positive activities for the organization (Kim et al., 2017).

Job crafting

Job crafting means changing the jobs physically, cognitively, and relationally and adapting them to the employee's characteristics to increase their job skills and motivation (Ingusci, Callea, Chirumbolo, & Urbini, 2016). This makes the employee feel that they are in control of their job. Thus, the employee ceases to be a passive element in their job and plays an active role (Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012). In other words, the concept is viewed as an informal situation where employees attempt to align their work with their interests and values (Demerouti, 2014). Through job crafting, employees adapt their tasks to their needs and abilities and thus play an active role in changing their jobs. Here, employees play an active role instead of managers. Here, job creation appears to be a proactive behaviour (Niessen, Weseler, & Kostova, 2016). In job crafting, employees make physical, cognitive, and relational behavioural changes in their jobs according to their wishes and understandings and on their initiative (Petrou, Demerouti, & Xanthopoulou, 2016).

Task crafting: Task crafting contains activities towards changing the amount and time of the efforts put into job tasks (Slemp, Kern, & Vella-Brodrick, 2015). In this crafting, employees actively shape work-related tasks by taking on fewer or more tasks, changing the scope of their duties, and changing the tools used to perform the job successfully (Niessen et al., 2016). Hence, in task crafting, some changes are made in the type and number of tasks and activities performed, adapted to personal needs and abilities.

Cognitive crafting: It is the employee's reshaping of the job in their mind to perceive and interpret the purpose and meaning of job duties and workplace relationships (Tims, Bakker, & Derks, 2012). In cognitive crafting, employees reconstruct their perceptions of their job and change the cognitive representation of the job (Travaglianti, Babic, & Hansez, 2016). Employees with cognitive skills gain a

broader perspective on the job by evaluating the job, and they develop ideas about what jobs are and what they are not. Moreover, the employee can assess who they are and why their job matters (Bakker, Tims, & Derks, 2012).

Relational crafting: It refers to changing the quality and quantity of interchanges with others at work (De Beer, Tims, & Bakker, 2016). In this type of crafting, the employee performs the activities of creating, maintaining, modifying, and ending relationships with other staff members in the workplace (Wrzesniewski, LoBuglio, Dutton, & Berg, 2013). In other words, such crafting displays how the employee interacts with other employees in the workplace.

Organizational synergy

Organizational synergy entered the literature as a concept by the impact of globalization and digitalization (use of computers and the internet) on business. It is used to express the partnerships made by organizations engaged in different fields to carry out organizational activities such as creativity, new product development, or facilitating any process within the organization. (Someh & Shanks, 2013). However, by definition, organisational synergy also refers to a process in which the internal elements of the organization are put to work together for organizational success (Carlborg, Kindstrom, & Kowalkowski, 2013). As an approach employed to improve processes effectively, synergy is widely discussed in terms of groups in society, business, and education. Synergy is collaborative or combined action. It emerges when different individuals or groups of people cooperate for a common goal. The purpose is to raise effectiveness by sharing experiences and perceptions, knowledge and insights (Chen & Chen, 2013). It is stated by Burton, Lauridsen, & Obel (2004) that volunteering as a result of sharing common goals and cooperation to develop synergy in organizations and the ability that emerges as a result of the empowerment of organizational members and participatory interest are the essential dynamics. Therefore, it is possible to say that synergistic relationships have stable and productive features. In this study, the synergistic climate scale represented organizational synergy. The Synergistic Climate Scale consists of the following dimensions:

Goal congruence dimension: It aims to deliberately choose a precise directive that utilizes a team's skills and capacities, contributes to the organization, and leads the team members. Just like individuals, companies need to have a worthy cause for presence. Therefore, sharing the same goal by the team members is a condition of primary importance for a team to work with high performance. From this perspective, synergy focuses on the target with solid motivation towards a common goal (Holubčík, 2015). Emphasizing managers, employees, teamwork, shared goal, the delegation of authority to employees, cherishing people, seeing the big picture, planning, and vision as the factors that constitute synergistic management, Gürlek (2010) points out that action and goal unity is essential for synergy in an organization.

Harmony dimension: It is required to adapt the employees to the working environment to ensure the efficient usage of human resources. Harmony among employees and within the organization illustrates the relationships between organizational climate and individual identity, between organizational targets and individual goals, and between the organization's systems and structures and individual needs (Kristof, 1996). Some researchers discuss that increasing organizational harmony among employees promotes more work-related positive outcomes (Chen, 2012). Gürlek (2010) describes synergistic management with an emphasis on harmony between employees. He points out that synergistic management is a system comprising some factors which must be positioned in the core of management. These are the unity of power among individuals, collaboration, full participation, power delegation, teamwork, coordination, sharing, acting together, and interaction, communication, and harmony among employees.

Group dynamics dimension: It is the study of the styles of power that people impose on individuals and groups (Ferratt, Prasad, & Enns, 2012). Willard (1994) states that to create synergistic circumstances, a "teamwork culture" must be established. Teamwork would be a crucial step in forming a culture that maintains a stable learning environment. Gürlek (2010) describes synergy as "to reveal the power" that is difficult for individuals to create alone utilizing group dynamics by bringing people together. Synergy means the energy that drives the team. Lasker & Weiss (2003) defines synergistic management as establishing multi-functional operating groups in the organization. Burton et al. (2004) argue that teamwork is critical for senior management to institutionalize synergetic management within an organization.

Vision dimension: A vision means an individual's particular idea that has not been attained in the past, has not been well-considered until now and is clearly articulated as to what needs to be done. It represents an individual's unique perspective regarding their depth, dreams, and untried thoughts.

Synergistic management is based on organizational culture concerning a shared vision, knowledge sharing, jobs, profits, and participation in authority and responsibility (Garzella & Fiorentino, 2014). Burton et al. (2004) state that vision is another primary characteristic for senior management to institutionalise synergistic management in the organization.

Solidarity dimension: The most specific goal of teamwork is the establishment of a group that is based on trust and support to get things done as wished, and meanwhile, to appreciate their distinctions, skills, and attitudes. Kaya (2014) defines synergy as the positive energy emerging through different capabilities and added value. For example, if three 1s are added together, $1+1+1=3$; on the other hand, when these three numbers are put together, it turns out 111. The same applies to all other numbers. Thus, the power of synergy can be acquired when the members of an organization stand together on the same line towards the same vision and target.

Evaluation of the relations between variables in terms of theoretical and empirical studies

There are findings that positive psychological capital and its subcomponents are related to many organizational behaviour concepts and phenomena. Positive psychological capital, authentic transformational leadership approaches, personality traits, performance, commitment to organizational goals, and mission leader-member exchange are claimed to be in a positive interaction with concepts such as competitive advantage (Luthans et al., 2007), advanced psychological capital, job performance and satisfaction (Luthans et al., 2007), collective psychological capital and trust in business through its impact on the performance of authentic leadership (Walumbwa, Hartnell, & Oke, 2010), the role of the effect on performance (Ahmad, Anjum, & Karim, 2014), the competitive advantage of transformational leadership influence (Toor and Ofori, 2010). Some studies have positive organizational outcomes such as organizational climate and its effect on work performance (Avolio, 2010): organizational climate increases employee performance (Luthans et al., 2007; Walumbwa et al., 2010; Anjum, Ahmed, & Karim, 2014), job satisfaction level (Walumbwa et al., 2010; Akçay, 2012), organizational commitment level (Luthans et al., 2007), job continuity (Avey, 2006), and it provides a competitive advantage (Toor & Ofori, 2010).

On the other hand, individuals with higher levels of psychological capital are more likely to activate different behaviours and have a higher tendency to show business resourcefulness behaviours (Tims and Bakker, 2010). Employees who have the dimensions of the psychological capital, which include self-efficacy, high standards, more stringent set goals, and search for opportunities to prove their abilities tend to focus more on development opportunities (Borgogni, Dello Russo, Petitta & Vecchione, 2010; Mohammed and Billings, 2006). In a way that supports this trend, it is observed that employees with high self-efficacy positively affect their work resourcefulness (Kanten, 2014a; Tims and Bakker, 2010; Tims, Bakker, & Derks, 2013).

Therefore, the increase in the level of psychological capital of the individual creates a solid motivational effect on the individual in the direction of successfully achieving the goals and objectives, which supports the organizational synergy environment and leads to an increase in the individual's performance. This finding is consistent with the results of Luthans et al. (2007), Walumbwa et al. (2010), Luthans et al. (2010), Wang, Sui, Luthans, Wang, & Wu (2014).

According to leader-member exchange from the perspective of Li (2016), the leader-member exchange is among the factors that are believed to reveal job crafting. According to the leader-member exchange theory, the leader has a high level of interaction with subordinates, delegating more powers and responsibilities. Thus, subordinates are expected to perform higher because subordinates will be given more important tasks and resources. As subordinates who have good and strong relationships with their superiors feel the support of their leaders, they would be willing to take on challenging tasks, which would lead to their encouragement for job crafting. In addition, the nature of the relationship between the leader and their subordinates would impact the performance-oriented business results and could also increase business performance. The findings of this research were in parallel with the studies of Peeters, Tuijl, Rutte, & Reymen (2012), Tims et al. (2013), Van Dam (2013), Berdicchia and Masino (2017), Radstaak and Hennes (2017), Qi, Zhang, Fu, Zhao, & Wang (2019), and the results were obtained at higher rates.

When the literature was reviewed, it was observed that Vecchio & Gobdel (1984), Wayne, Shore, & Liden (1997), Wang, Jiao & Montell (2005), Bauer, Erdoğan, Liden, & Wayne (2006), Ozutku, Agca, & Cevrioglu (2008), Dulebohn, Bommer, Liden, Brouer, & Ferris (2012), Turgut, Tokmak, Ateş (2015), Breevaart, Bakker, Demerouti, & Van Den Heuvel (2015), and Bilen, Mete, & Uludağ (2016) found a significant and positive relationship between leader-member exchange and employee performance.

Rockstuhl, Dulebohn, Ang, & Shore (2012) note in their meta-analysis study that the effect of leader-member exchange on business outcomes such as performance is valid in both Eastern and Western contexts. According to the leader-member exchange theory, the nature of the relationships between subordinates and superiors affects the performance-related work in subordinates (Janssen and Yperen, 2004). Subordinates who are on good terms with their superiors will feel supported by their superiors and will demand more challenging tasks. In this way, performance levels will also increase (Schyns, Paul, Mohr, & Blank, 2005).

There has been no study in the literature on the relationship between leader-member exchange and organizational synergy, and these concepts have been studied with different variables. Lonsdale (2016) stated that under the high quality of leader-member exchange, extra-role performance was expected from employees. This was supported by Loi et al. (2014); they found that leader-member exchange had a positive relationship with employee sacrifice and job performance. In many studies examining the effects of leader-member exchange on individual business performance, it has been determined that there are significant and positive relationships between leader-member exchange and business performance (Akkoc, 2012; Sepdiningtyas and Santoso, 2017; Aslaner and Artan, 2019).

Studies show that leader-member exchange contributes to positive employee attitudes and behaviours. One of the positive contributions in question is the increase in job satisfaction. Job satisfaction is a concept that represents the positive emotions that employees feel towards their jobs and is directly related to their behaviors in the workplace (Azırı, 2011). Locke (1976) defines job satisfaction as a pleasurable and positive emotional state related to an individual's job and work experiences. Various studies in the literature show a positive relationship between job satisfaction and leader-member exchange. For example, Dansereau, Graen, & Haga (1975), Graen, Novak, & Sommerkamp (1982), Scandura and Graen (1984), Laschinger (2007), Çekmecelioglu and Ülker (2014) found a positive relationship between job satisfaction and leader-member exchange. However, no statistically significant relationship was found between job satisfaction and leader-member exchange by Graen, Cashman, Ginsburg, & Schiemann (1977), Liden and Graen (1980), Vecchio and Gobel (1984), Liden, Sparrowe, & Wayne (1997), Han and Jekel (2011), Çekmecelioglu and Ülker (2014). In addition, it was revealed that leader-member exchange had significant relationships with turnover intention (Gerstner and Day, 1997; Krishnan, 2005), job performance, job satisfaction, role conflict, and member conflict.

Methodology

Population and sampling

The universe of the study consists of health personnel working in Gaziosmanpaşa Training and Research Hospital, which serves under the Ministry of Health in Istanbul. The population was calculated by taking the Istanbul data of the Ministry of Health TSIM (Basic Health Statistics Module), and it was determined as 2250 (N= 2250) in total. The study sample consists of 700 people who voluntarily participated in the study among this staff.

Table 1: Sample Sizes Table

TASK	Number of Staff	Weight	Sample
Doctor	513	513/2250=0.228	0.228*700=160
Nurse / Midwife	603	603/2250=0.268	0.268*700=188
Medical Technician	280	280/2250=0.124	0.124*700=87
Healthcare Technician			
Health School Student			
Other	854	854/2250=0.379	0.379*700=265
Total	2250	100%	700

“Simple random sampling” was employed as the sampling method. The questionnaires were applied by e-mail between 02.02.2021 and 01.06.2021. Since some of the participants did not answer most of the questions during the data entry phase, these questionnaires were not included in the analysis; 700 questionnaires were used in practice. Sample size estimate in simple random sampling:

$$n = Nt^2pq/d^2(N-1) + t^2pq$$

N: The number of individuals in the universe (2250)

n: The number of individuals to be included in the sample

p: The frequency of occurrence of the investigated event (0.5)

q: The frequency of non-occurrence of the investigated event (0.5)

t: The theoretical value obtained from the t table at a certain degree of freedom and detected margin of error (1.96)

d: \pm Deviation to occur by the frequency of occurrence of the event (5%)

Accordingly, the sample size was determined as 385 (n=385). In this research, analyses were carried out for 700 samples above the sufficient number.

Hypotheses and research model

The main hypothesis of the research is that psychological capital and leader-member exchange affect organizational synergy and job crafting. The hypotheses developed in the study are presented in Table 2.

Table 2: Research Hypotheses

H Hypotheses
H1 Psychological capital and organizational synergy are statistically significantly correlated.
H2 Psychological capital and job crafting are statistically significantly correlated.
H3 Leader-member exchange and organizational synergy are statistically significantly correlated.
H4 Leader-member exchange and job crafting are statistically significantly correlated.

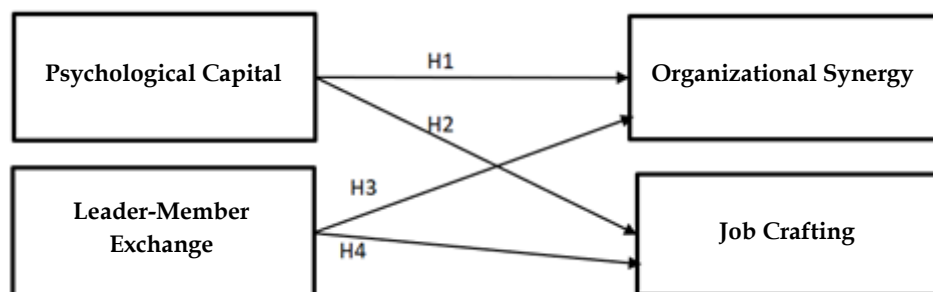


Figure 1: Research Model

Research instrument

This research has a non-experimental quantitative research design and is a screening model according to the mode of application. The "survey model" (field screening) was used in the study for collecting data from the sample. As the field screening model, the "survey method", a data collection technique in which the participants' opinions were taken in written form, was employed. The scales utilized in the study were determined due to a comprehensive literature review. They were verified in terms of validity and reliability, and it was paid attention that they were previously used in various studies. These scales can be explained as follows:

Psychological capital scale: The scale used to measure psychological capital was developed by Luthans et al. (2007). The validity and reliability study in Turkish was carried out by Akçay (2014). The scale consists of 24 questions; the four subdimensions (secondary dimensions) of positive psychological capital - self-efficacy, hope, resilience, and optimism - consist of six questions each. The five-point Likert scale is as follows: "1. Doesn't define me at all" "2. Somewhat defines me" "3. Undecided" "4. Defines me well" "5. Defines me very well". The total score acquired from the scale varies between 24 and 120. Therefore, items 13, 20, and 23 on the scale should be reverse coded.

The job crafting scale: The study employed the scale developed by Slemp and Vella-Brodrick (2013) and whose validity and reliability tests were performed by Kerse (2017). The scale consists of 19 items and three subdimensions, including task crafting (seven statements), cognitive crafting (five statements), and relational crafting (seven statements). The scale, which initially consisted of 19 items measuring three dimensions (task crafting, cognitive crafting, and relational crafting), was later evaluated as 15 items by Kerse, as in the source. However, item 4 of the relational crafting subdimension was removed from the questionnaire due to its factor load. Items 2, 3, and 15 of the relational crafting subdimension were excluded because their regression loads were lower than the minimum value. Therefore, the scale was reduced to 15 items.

Synergistic climate scale: The Synergetic Climate Scale (SCS), whose validity and reliability studies were conducted by Kaya (2014), was developed to measure the synergetic climate in the organization.

The scale, which included 16 statements, was designed as a five-point Likert (1= Strongly disagree - 5= Strongly agree). The highest score obtained from the scale is 100, and the lowest score is 20. There is no reverse item on the scale. The scale can also be used as one-dimensional. Analyses can be performed over both dimensions in the scale.

Leader-member Exchange Scale (LMX): The scale was developed by Liden and Maslyn (1998) to measure the leader-member interchange. The validity and reliability study of the scale in Turkish was carried out by Baş, Keskin, & Mert (2010). The scale consists of 12 items and involves the affect (emotional interaction), loyalty, contribution, and professional respect dimensions. The statements were prepared in a five-point Likert type (1= Strongly agree, 5= Strongly disagree).

Limitations of the study

Some difficulties occurred in expanding the sample size in the survey; people were reluctant to participate due to different reasons. They did not have a positive attitude towards participation in the research can be regarded as a significant limitation. In addition, employees who were not aware of the survey and did not check their e-mails on the specified dates were excluded from the sample. Therefore, the research is limited to the province of Istanbul and a public hospital. Due to the COVID-19 pandemic, it was impossible to collect the data through the face-to-face interview method; therefore, the surveys were applied on the internet.

Statistical methods

The data acquired from the scale utilized in the research were analyzed via IBM SPSS 26.0 and AMOS 25.0 programs. In the first stage, percentage distributions regarding demographic and general information were given. In the second stage, exploratory factor analysis (EFA) was applied for the scales, and besides, confirmatory factor analysis (CFA) was conducted to test the "construct validity". Finally, correlation analysis and structural equation model estimation results were included in the last stage to identify the relationships.

Findings and results

Descriptive statistics

60% of the participants were female. and 40% were male. 65.4% of the healthcare professionals were aged 20-30, 23.7% were aged 31-40, 10.0% were aged 41-50, and 0.9% were aged 51 years and over. In terms of marital status, 44.3% of the individuals were married, while 55.7% were single. 18.3% of the participants were health vocational high school graduates, 13.7% were associate degree graduates, 50.7% were undergraduate degrees, and 17.3% were postgraduates. According to their job positions, 22.9% were doctors, 26.9% nurses/midwives, 12.4% medical technicians/healthcare technicians, and 37.9% other. Looking at the participants' employment terms, 3.9% worked less than one year, 69.6% between 1-5 years, 19.3% between 6-10 years, 5.6% between 11-20 years, and 1.7% worked for 21 years more. When evaluated in terms of the units they worked in, 18.3% were in the internal medicine department, 13.3% were in the surgical department, 7.0% were in the paediatrics/gynaecology department, 37.7% were in the emergency room/operating theatre/intensive care departments, and 23.7% were in other departments.

Exploratory factor analysis

Factor analysis is a multivariate statistics method intended for finding or discovering a small number of unrelated and conceptually significant new variables (i.e., factors, dimensions) by bringing together p number of interrelated variables. After confirming the data set suitability via the tests, the "Principal Components Analysis" approach was applied via the "Varimax" rotation technique as the factor retention method to find out the factor structure.

Table 3: Exploratory Factor Analysis Results

Psychological Capital Scale	PVE	CA	AVE	CR
Self-efficacy	25.67%	0.924	0.759	0.912
Hope	22.14%	0.912		
Resilience	14.87%	0.910		
Optimism	14.26%	0.908		
KMO= 0.929; Bartlett $\chi^2= 7144.68$ and $p= 0.000$; Percent of Variance Explained: 81.94%				
Leader-Member Exchange Scale	PVE	CA	AVE	CR
Affect	23.10%	0.925	0.781	0.921
Loyalty	20.08%	0.918		
Contribution	15.47%	0.915		
Professional Respect	13.88%	0.912		
KMO= 0.931; Bartlett $\chi^2= 6719.40$ and $p= 0.000$; Percent of Variance Explained: 72.53%				
Job Crafting Scale	PVE	CA	AVE	CR
Task Crafting	30.42%	0.923	0.733	0.937
Cognitive Crafting	26.84%	0.920		
Relational Crafting	22.18%	0.918		
KMO= 0.924; Bartlett $\chi^2= 6824.13$ and $p= 0.000$; Percent of Variance Explained: 79.44%				
Synergistic Climate Scale	PVE	CA	AVE	CR
Goal congruence-Harmony	36.12%	0.920	0.712	0.918
Group Dynamics-Vision-Solidarity	33.21%	0.917		
KMO= 0.922; Bartlett $\chi^2= 7694.58$ and $p= 0.000$; Percent of Variance Explained: 69.33%				

PVE: Percent of Variance Explained, CA: Cronbach's Alpha Coefficient; AVE: Average Variance Extracted; CR: Construct Reliability

As a result of the exploratory factor analysis (EFA): Regarding the factor structure, for the Psychological Capital Scale, a 4-factor structure was obtained, which explained 81.94% of the total variance; for the Leader-Member Exchange Scale, a 4-factor structure was obtained that explained 72.53% of the total variance; for the Job Crafting Scale, a 3-factor structure was obtained, which explained 79.44% of the total variance; and for the Synergistic Climate Scale, a 2-factor structure was obtained, which explained 69.33% of the total variance. Following the EFA, there was no need to eliminate any questions since there was no item below 0.20 in the inference column and no item with anti-image matrix diagonal values below 0.50.

Confirmatory factor analysis (CFA)

Confirmatory factor analysis is utilized to express multivariate statistical analyses containing latent structures denoted by many observable or measurable variables. It is a factor analysis technique utilized to question whether the factors revealed following Exploratory Factor Analysis (EFA) are appropriate for the structure of the factors revealed due to the hypotheses. In addition, EFA is utilized to examine what variable groups are associated with what factors to a high degree. On the other hand, CFA is employed to decide whether the variable groups contributing to the k number of identified factors are adequately expressed by the factors mentioned above (Thompson, 2004).

Table 4: CFA Model Fit Indices

Measurement (Fit Statistic)	Good Fit	Acceptable Fit	Research Model Value	Fit Status
General Model Fit				
χ^2 / sd	≤ 3	$\leq 4-5$	2.130	Good fit
Comparative Fit Statistics				
NFI	≥ 0.95	0.94-0.90	0.930	Acceptable fit
TLI (NNFI)	≥ 0.95	0.94-0.90	0.976	Good fit
IFI	≥ 0.95	0.94-0.90	0.989	Good fit
CFI	≥ 0.97	≥ 0.95	0.962	Acceptable fit
RMSEA	≤ 0.05	0.06-0.08	0.026	Good fit
Absolute Fit Indices				
GFI	≥ 0.90	0.89-0.85	0.927	Good fit
AGFI	≥ 0.90	0.89-0.85	0.941	Good fit
Residual-Based Fit Index				
RMR	≤ 0.05	0.06-0.08	0.034	Good fit

In Table 4, $\chi^2 / sd = 2.13$, a "good fit" decision was made since it met the condition ≤ 3 , NFI=0.930 resulted between 0.94 and 0.90, thus an "acceptable fit"; other results were obtained as TLI (NNFI)= 0.976 was \geq

0.95, a "good fit"; IFI= 0.989 was ≥ 0.95 , a "good fit"; CFI= 0.962 was ≥ 0.97 , an "acceptable fit"; RMSEA= 0.026 was ≤ 0.05 , a "good fit"; GFI= 0.927 was ≥ 0.90 , a "good fit"; AGFI= 0.941 was ≥ 0.90 , a "good fit"; and RMR= 0.034 was ≤ 0.05 , thus it was a "good fit".

Correlation analysis

The results of the correlation analysis for the dimensions of the scales under examination are given in Table 5.

Table 5: Mean, Standard Deviation Values, and Correlation Matrix

	Mean	Sd.	1	2	3	4
1- PC	3.972	0.641	1			
2- LMX	2.493	1.148	0.464*	1		
3- JC	4.051	0.660	0.496*	0.133*	1	
4- SC	3.605	0.769	0.261*	0.047*	0.406*	1

PC: Psychological Capital, LMX: Leader-Member Exchange, JC: Job Crafting, SC: Synergistic Climate
** p < 0.01

Correlation analysis was performed to exhibit the relationships among the variables. At the end of the analysis, significant ($p < 0.01$) and positive relationships were observed among all the variables. Among the structures, the most vital relationship emerged between PC and JC ($r = 0.496$, $p < 0.01$), and the weakest relationship emerged between LMX and SC ($r = 0.047$, $p < 0.01$).

Structural equation modelling

Structural equation modelling (SEM) is a statistical technique utilized for testing certain models in which correlation relationships and causal relationships among latent variables and observed variables exist simultaneously. SEM is a multivariate technique that is constructed by a combination of analyses: for example, variance and covariance analyses, factor analysis, and multiple regression to estimate interdependence relationships (the dependence of variables on each other) (Tüfekçi and Tüfekçi, 2006). Considering the goodness of fit criteria for SEM, it was found that $\chi^2 / sd = 2.271$, a "good fit" decision was made because it met the condition ≤ 3 , NFI=0.929 resulted in 0.94-0.90, thus an "acceptable fit"; other results were obtained as TLI (NNFI)= 0.977 was ≥ 0.95 , a "good fit"; IFI = 0.981 was ≥ 0.95 , a "good fit"; CFI= 0.960 was ≥ 0.97 , an "acceptable fit"; RMSEA= 0.019 was ≤ 0.05 , a "good fit"; GFI= 0.938 was ≥ 0.90 , a "good fit"; AGFI= 0.946 was ≥ 0.90 , a "good fit"; and RMR= 0.022 was ≤ 0.05 , thus it was a "good fit". SEM estimates fit criteria yielded the result "acceptable" for only one criterion; others showed that a "good fit" was attained and the model was appropriate to be interpreted.

Table 6: SEM Model Estimation Results

Structural Relation	Direction	Estimated Coefficient	Std. Error	t-statistic	p	Result
PC → JC	+	0.221	0.044	5.022	0.000*	Significant relationship
PC → SC	+	0.142	0.025	5.681	0.000*	Significant relationship
LMX → JC	+	0.134	0.031	4.322	0.000*	Significant relationship
LMX → SC	+	0.170	0.029	5.862	0.000*	Significant relationship

*p < 0,01

According to the SEM results, significant positive relationships were obtained among the variables. Psychological capital has a statistically significant positive impact on job crafting ($\beta = 0.044$; $p < 0.01$), Psychological capital has a statistically significant positive impact on synergistic climate ($\beta = 0.142$; $p < 0.01$). According to the coefficient sizes, the psychological capital variable is most effective on job crafting. Leader-member exchange has a statistically significant positive impact on job crafting ($\beta = 0.134$; $p < 0.01$). Leader-member exchange has a statistically significant positive impact on the synergistic climate ($\beta = 0.170$; $p < 0.01$). According to the coefficient sizes, the leader-member exchange variable is most effective on the synergetic climate.

Conclusions and recommendations

The study aims to determine the relationship between psychological capital and leader-member interaction with organizational synergy and job crafting. As a result of the structural equation model, The hypothesis "H1: psychological capital and organizational synergy are statistically significantly related" was accepted. The hypothesis "H2: Psychological capital and job crafting are statistically significantly related" was accepted. H3: Leader-member exchange and organizational synergy are statistically significantly related" hypothesis were accepted. Finally, hypothesis H4: Leader-member exchange and job crafting are statistically significantly related" was accepted.

Psychological capital is a positive psychological state concerning an individual's development. It is characterized by an employee's confidence in being able to accomplish challenging tasks (self-efficacy), the expectation that they will be successful (optimism), perseverance to achieve goals (hope), and the ability to survive and achieve success in the face of difficulties (resilience). It is expected that there will be a positive relationship between psychological capital and job crafting, and it is possible to observe a two-way relationship between these phenomena. When employees organize their work lives proactively, they experience a sense of personal control, increasing their self-efficacy level. The sense of control arising from job crafting will support self-efficacy, optimism, and similar psychological capital dimensions. Activities such as setting goals and designing ways to achieve them, which emerge in demonstrating job crafting, will increase the sense of hope, which is one of the personal resources. In addition, job crafting can also be considered a way of dealing with challenging situations at work. For instance, if an employee solves a problem at work by getting advice and support from other employees, they will have a stronger sense of psychological resilience (Vogt, Hakanen, Brauchli & Bauer, 2016). In their quasi-experimental research, Van den Heuvel, Breevaart, Bakker, & Demerouti (2015) examined the effects of an intervention study conducted for job crafting. The findings showed that employees involved in the intervention conducted to promote job crafting had a lower negative affect and higher self-efficacy after the intervention than before the intervention. Employees who are confident about their abilities, optimistic and hopeful about the results they will achieve in the future, experienced in successfully overcoming the challenges faced in the past, in other words, who have high psychological resilience, are more likely to gravitate towards job crafting (Vogt et al., 2016). Various studies (for example, Xanthopoulou, Bakker, Heuven, Demerouti & Schaufeli, 2009; Tims, Bakker & Derks 2013) supported this view. In the longitudinal study examining the bidirectional relationships between psychological capital and job crafting, Vogt et al. (2016) discovered that job crafting affected psychological capital; however, there was no reverse effect.

Psychological capital and organizational synergy were found to be positively correlated. It is a known fact that as the level of psychological capital of health workers increases, they become more attached to their organizations. In other words, increasing the level of psychological capital in organizations providing health services ensures the formation of a workforce more committed to their organization. Employees with high levels of psychological capital welcome problems that need to be dealt with even under difficult circumstances because they also have high levels of resilience and self-efficacy. These individuals motivate themselves to complete the tasks they undertake and contribute to their organizations. Therefore, an increased level of psychological capital enables the individual to be more attached to the organization, and this positive behaviour contributes to organizational synergy.

In other words, individuals with high levels of psychological capital are more determined thanks to their self-confidence and self-efficacy and make more effort to reach organizational goals, which leads to increased synergy. Furthermore, having a higher level of motivation, these individuals can produce subgoals that carry themselves to their main goals with high energy and find alternative ways to fulfil their responsibilities. Furthermore, these individuals have more positive expectations about the results they will reach and give more positive responses to the problematic situations and obstacles they encounter. As a result, they recover quickly and become more resistant to obstacles in challenging situations in business environments. Therefore, the increase in the psychological capital level of the individual creates a strong motivational effect towards achieving the goals and objectives successfully, which supports the organizational synergy environment, thus increasing the performance of the individual. These findings are consistent with the results found by Luthans et al. (2007), Walumbwa et al. (2010), Avey, Luthans, Smith, & Palmer (2010), and Wang et al. (2014).

As a result of the SEM, leader-member exchange was positively correlated with organizational synergy. No study on these two variables could be found in the literature, and these concepts have been studied with different variables. Employees do not want to go back again after breathing the synergy atmosphere and feeling the excitement of synergy; they try to catch the continuity of the synergistic situation by focusing on new, different, and more precise goals. Synergy is the essence of principle-

centred leadership. It acts as a catalyst, unifies, and unleashes the most significant forces within people (Covey, 1998). Employees become more creative, more effective, and happier when they accept synergy as a basis and can use it in their lives. The successes of responsible, proactive people who draw strength from each other based on their potentials, the tasks they undertake, and the level reached by the institutions where they work are always surprising. Of course, synergy can't emerge in an environment where the leader only tries to manage people. However, synergy is considered one of the essential emotional abilities and skills required in the management profession. The fundamental dynamics of the team that will reveal the synergy are open communication, mutual understanding and agreement, mutual support, mutual trust, effective management of interpersonal differences, selective usage of the team, and leadership.

Leader-member exchange was discovered to be positively correlated with job crafting. In the literature, there are not many studies on these two concepts. According to Li & Liao (2015), Leader-member exchange is one factor that generates job crafting. According to the leader-member exchange theory, leaders interact with their subordinates at a high level and delegate more authority and responsibility. Thus, subordinates are expected to show higher performance as they will be given more important tasks and resources. According to Li, Fu, Sun, & Yang (2016), subordinates who have excellent and strong relationships with their superiors will feel the support of their superiors and will be eager for challenging tasks, which will provide positive support for job crafting. Moreover, the quality of the relationship between the leader and their subordinates will impact performance-oriented business results and may also increase business performance. The results of this study were in parallel with Li & Liao (2012), Tims et al. (2013), Van Dam (2013), Berdicchia and Masino (2017), Radstaak and Hennes (2017), Garg, Dar, & Mishra (2018), and Qi et al. (2019).

By its very nature, the healthcare sector has a highly stressful environment. Every step taken and every attempt made in health services directly affects human life or the quality of life. Healthcare workers may encounter mentally challenging cases at a very high rate and may be exposed to the psychological effects of physical fatigue caused by intense work. The fact that the health of the individuals served is impaired or at a high level of life-threatening danger requires the human resources in the health sector to have a fighting spirit and the ability to cope with stress. The research findings reveal a critical requirement for the employees to have high psychological resilience in health enterprises' intense and stressful environments. Optimistic and hopeful organizational culture and teamwork will affect psychological resilience positively. Within this perspective, to maintain a high psychological resilience, the use of human resources tools that will increase the self-confidence of individuals and establish a favourable communication environment between the institution and the employees can positively impact job performance and thus on direct health outcomes. Besides, healthcare professionals who perceive that their leaders support them develop more positive emotions in their work environment. Thus, these employees are more motivated to accomplish their objectives, and, if necessary, they can produce alternative ways to reach them. Health workers would probably feel more confident with the support they receive from their leaders and strive to create synergies to achieve organizational goals.

Likewise, healthcare professionals would be able to recover more easily in the face of challenging conditions when the leader-member exchange is positive. They would be able to return more quickly to their former states before being exposed to adverse conditions.

Heavy workloads, shifts every other day, insufficient number of personnel, role ambiguities, and some communication problems cause burnout in healthcare professionals. At this point, psychological capital undertakes a protective task and protects the individual against the stressors created by these adverse situations. Besides, leader-member exchange will motivate healthcare workers, and job crafting will create positive behavioural outcomes as organizational synergy.

In the study, suggestions to managers are as follows: encouraging the employee with positive feedback; in the job design, considering the factors that strengthen the employee's self-esteem; opening up autonomous spaces for the employee to personalize their success at work, or by coordinating the employee with successful people, facilitating personal success and paving the way for self-esteem increase through new achievements.

Suggestions for institutions: carrying out studies to determine the levels of "Psychological Resilience" and "Optimism" in healthcare workers; determining the factors that negatively affect the levels of psychological resilience and optimism and improving these factors; making arrangements to prevent the said factors that have a negative impact; organizing training and activities to increase psychological resilience and optimism levels; allocating a budget by the institution for the continuation of their undergraduate and graduate education to support the employees; encouraging employees and providing necessary information; helping them specialize in their fields and giving importance to

increasing their specific knowledge level for their advancement in their fields; trying to get appropriate feedback from superiors when necessary and, if possible, from patients and their relatives.

Suggestions for future research: tests can be performed with different models and sample groups for different influencing variables for leader-member exchange and psychological capital. Suggestions for future studies on the subject: adding a moderator variable to that relationship, for example, comparing a private hospital versus a public hospital; examining the titles such as job insecurity and the stress it brings, the ability to act autonomously, and considering them in terms of cultural characteristics; discussing different sectors apart from health workers and health workers.

The study's main limitation is that the research data were acquired in a hospital that is a public institution. The fact that the scientific research in the related literature was conducted only in the context of an organization weakens the generalizability of the research. The research universe and the sample selection made accordingly will be expected to include more organizations and thus more employees. A healthy generalization can only be made in this context. However, the results are valuable for the relevant organizations when evaluated in the light of the mentioned effects, and it is especially emphasized that they cannot be generalized. It is foreseen that the data obtained from different samples for other scientific research to be carried out on the subject in the future will be suitable for generalizability.

Peer Review:

Externally peer-reviewed

Conflict of Interests:

The authors have no conflict of interest to declare.

Grant Support:

The authors declared that this study received no financial support.

Ethics Committee Approval:

Ethics committee approval was received for this study from Istanbul Aydin University Ethics Committee on 01/12/2020 with document number 7123671-044.

Author Contributions:

Idea/Concept/Design: N.T.I., S.D. Data Collection and/or Processing: S.D. Analysis and/or Interpretation: N.T.I., S.D. Literature Review: S.D. Writing the Article: N.T.I., S.D. Critical Review: N.T.I., S.D. Approval: N.T.I., S.D.

References

- Ahmad, H., Ahmad, K., & Shah, I. A. (2010). Relationship between Job Satisfaction, Job Performance Attitude towards Work and Organizational Commitment. *European Journal of Social Sciences*, 18(2), 257-267.
- Akçay, V. H. (2014). Psikolojik sermaye ölçeği uyarlaması: geçerlik ve güvenilirlik çalışması [Psychological Capital Scale Adaptation Study]. *Üçüncü Sektör Sosyal Ekonomi*, 49(2), 72-84.
- Akkoç, İ. (2012). Grup ve Hiyerarşik Alt Kültürlerin İş Performansına Etkisi: Lider Üye Etkileşiminin Aracılık Rolü. *Çankırı Karatekin Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 3(2), 17-44.
- Anjum, M. A., Ahmed, S. J., & Karim, J. (2014). Do psychological capabilities really matter? The combined effects of psychological capital and peace of mind on work centrality and in-role performance, *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 8(2), 502-520.

- Aslaner, F. & Artan, İ. H. (2019). Pozitif psikolojik sermayenin lider-üye etkileşimi vasıtasıyla bireysel performansı etkilemedeki rolü: perakende sektöründe bir araştırma. *Business and Management Studies: An International Journal*, 7(4), 1657-1689.
- Avolio, B. (2010). Pursuing authentic leadership development. In N. Nohria & R. Khurana (Eds.), *Handbook of leadership theory and practice: A Harvard Business School centennial colloquium* (pp.739-768). Boston, MA: Harvard Business School Publishing.
- Avey, J. B., Patera, J. L., & West, B. J. (2006). The Implications of Positive Psychological Capital on Employee Absenteeism. *Journal of Leadership & Organizational Studies*, 13, 42-60.
- Avey, J. B., Luthans, F., Smith, R. M. & Palmer, N. F. (2010). Impact of positive psychological capital on employee well-being over time. *Journal of Occupational Health Psychology*, 15(1), 17-28.
- Aziri, B. (2011). Job Satisfaction A Literature Review, *Management Research And Practice*, 3(4), 77-86.
- Bakker, A.B., Tims, M. & Derks, D. (2012). Proactive personality and job performance: the role of job crafting and work engagement. *Human Relations*, 65(10), 1359-1378.
- Baş, T., Keskin, N. & Mert, İ. S. (2010). Lider Üye Etkileşimi (LÜE) Modeli ve Ölçme Aracının Türkçede Geçerlik ve Güvenilirlik Analizi [Leader-Member Exchange (LMX) Model and Validity and Reliability of its Instrument in Turkish]. *Ege Akademik Bakış*, 10(3), 1013-1039.
- Bauer, T. N., Erdoğan, B., Liden, R. C., & Wayne, S. J., (2006). A Longitudinal Study of the Moderating Role of Extraversion: Leader-Member Exchange, Performance and Turnover during New Executive Development, *Journal of Applied Psychology*, 91(2), 98-310.
- Berdicchia, D. & Masino, G. (2017). Exploring the Antecedents of Job Crafting: A Conditional Process Analysis. *International Journal of Business and Management*. 12(1),1-14.
- Bilen, A., Mete, M. & Uludağ, G. (2016). Lider Üye Etkileşiminin, İşgören Performansına Etkileri Üzerine Bir Araştırma, 2. Uluslararası Ekonomi ve İşletmecilik Kongresi Bildiriler Kitabı, 472-483.
- Borgogni, L., Dello Russo, S., Petitta, L. and Vecchione, M. (2010). Predicting job satisfaction and job performance in a privatized organization, *International Public Management Journal*, 13(3), 275-296.
- Breevaart, K., Bakker, A.B., Demerouti, E., & Van Den Heuvel, M. (2015). Leader-member exchange, work engagement, and job performance, *Journal of Managerial Psychology*, 30(7),754 -770.
- Burton, R.M., Lauridsen, J. & Obel, B. (2004). The impact of organizational climate and strategic fit on firm performance. *Hum. Resour. Manage.* 43(1), 67-82.
- Carmona-Halty, M., Salanova, M., Llorens, S. & Schaufeli, W. B. (2019). How psychological capital mediates between study-related positive emotions and academic performance. *Journal of Happiness Studies*, 20(2), 605-617.
- Carmeli, A., Gelbard, R. & Reiter-Palmon, R. (2013). Leadership, creative problem-solving capacity, and creative performance: the importance of knowledge sharing. *Hum. Resour. Manag.* 52(1), 95-121.
- Carter, J. W. & Youssef-Morgan, C. M. (2019). The positive psychology of mentoring: A longitudinal analysis of psychological capital development and performance in a formal mentoring program. *Human Resource Development Quarterly*, 30(3), 383-405.
- Carlborg, P., Kindstrom, D. & Kowalkowski, C. (2013). A lean approach for service productivity improvements: synergy or oxymoron? *Managing Service Quality*. 23(4), 291-304.
- Cekmecelioglu, H. G. & Ulker, F. (2014). Lider-Üye Etkileşimi ve Çalışan Tutumları Üzerindeki Etkisi: Eğitim Sektöründe Bir Araştırma, *Kocaeli Üniversitesi Sosyal Bilimler Dergisi*, 28, 35-58.
- Chen, J. (2012). Synergy Innovation, Theoretical Basis and Content for in Industry-University-Research Institute, 30 (2), 161-164.
- Chen, J. K. & Chen, I. S. (2013). A theory of innovation resource synergy. *Innovation-Management Policy & Practice*. 15(3), 368-392.
- Covey, S. R. (1998). Etkili insanların yedi alışkanlığı [The Seven Habits of Highly Effective People], İstanbul: Varlık Publications.
- Dansereau, F. & Graen, G. & Haga, W. (1975). A Vertical Dyad Linkage Approach to Leadership Within Formal Organizations. *Organizational Behaviour and Human Performance*. 13. 46-78.

- Datu, J. A. D., King, R. B. & Valdez, J. P. M. (2018). Psychological capital bolsters motivation, engagement, and achievement: Cross-sectional and longitudinal studies. *The Journal of Positive Psychology*, 13(3), 260-270.
- De Beer, L.T., Tims, M., and Bakker, A. B. (2016). Job crafting and its impact on work engagement and job satisfaction in mining and manufacturing. *South African Journal of Economic and Management Sciences*, 19(3), 400-412.
- Demerouti, E. (2014). Design Your Own Job Through Job Crafting, *European Psychologist*, 19(4), 237-247.
- Dulebohn, J.H., Bommer, W.H., Liden, R.C., Brouer, R.L. & Ferris, G.R. (2012). A meta-analysis of antecedents and consequences of leader-member exchange: integrating the past with an eye toward the future, *Journal of Management*, 38(6), 1715-1759.
- Ferratt, T. W., Prasad, J. & Enns, H. G. (2012). Synergy and its limits in managing information technology professionals. *Information Systems Research*, 23, 1175-1194.
- Garzella, S. & Fiorentino, R. (2014). A synergy measurement model to support the pre-deal decision making in mergers and acquisitions, *Management Decision*, 52(6), 1194-1216.
- Garg, K., Dar, I. A. & Mishra, M. (2018). Job satisfaction and work engagement: A study using private sector bank managers. *Advances in Developing Human Resources*, 20(1), 58-71.
- Graen, G., Cashman, J. F., Ginsburg, S., & Schiemann, W. (1977). Effects of linking-pin quality on the quality of working life of lower participants. *Administrative Science Quarterly*, 491-504.
- Graen, G. B., Novak, M. A., & Sommerkamp, P. (1982). The Effects of Leader-Member Exchange and Job Design on Productivity and Satisfaction: Testing the Dual Attachment Mode, *Organizational Behaviour and Human Performance* 30(1), 109-31.
- Gerstner, C. R., & Day, D. V. (1997). Meta-Analytic review of leader-member exchange theory: Correlates and construct issues. *Journal of Applied Psychology*, 82(6), 827-844.
- Han, G. & Jekel, M. (2011). The mediating role of job satisfaction between leader-member exchange and turnover intentions. *Journal of Nursing Management*, 19(1), 41-49.
- Holubčík, M. (2015). Cooperation as base for synergy. *Economy & Society & Environment*, 1(1),1-6.
- Ingusci, E., Callea, A., Chirumbolo, A. & Urbini, F. (2016) Job crafting and job satisfaction in a sample of Italian teachers: the mediating role of perceived organizational support, *Electronic Journal of Applied Statistical Analysis*, 9(4), 675-687.
- Islam, T., Khan, S. U. R., Ahmad, U. N. U. & Ahmed, I. (2013). Organizational learning culture and leader-member exchange quality. *Learn. Organ.* 20(2), 322-337.
- Janssen, O., and Yperen, N.W. (2004). Employees' Goal Orientations, the Quality of Leader-Member Exchange, and The Outcomes of Job Performance and Job Satisfaction, *Academy of Management Journal*, 47(3), 368-384.
- Joo, B. K. (2010). Organizational commitment for knowledge workers: the roles of perceived organizational learning culture, leader-member exchange quality, and turnover intention. *Hum. Resour. Dev. Q.* 21(1), 69-85.
- Kaya, A. (2014). Development of synergistic climate scale: The reliability and validity of Turkish and Slovakian forms, *Educational Research and Reviews*, 9(20), 938-953.
- Kerse, G. (2017). İş becerikliliği (job crafting) ölçeğini Türkçeye uyarlama ve duygusal tükenme ile ilişkisini belirleme, *İşletme Araştırmaları Dergisi*, 9(4), 283-304.
- Kim, S. L., Han, S., Son, S. Y. & Yun, S. (2017). Exchange ideology in supervisor-subordinate dyads, LMX, and knowledge sharing: a social exchange perspective. *Asia Pac. J. Manag.* 34(1), 147-172.
- Kim, T. Y., Liu, Z. & Diefendorff, J. M. (2015). Leader-member exchange and job performance: the effects of taking charge and organizational tenure. *J. Organ. Behav.* 36, 216-231.
- Kim, M., Oja, B., Kim, H. S., Chin, J-H. (2020). Developing Student-Athlete School Satisfaction and Psychological Well-Being: The Effects of Academic Psychological Capital and Engagement, *Journal of Sport Management*, 34(4), 378-390.

- King, R. B., Pitliya, R. J. & Datu, J. A. (2020). Psychological capital drives optimal engagement via positive emotions in work and school contexts. *Asian Journal of Social Psychology*, 23(4), 457-468.
- Krishnan, V. R. (2005). Leader-Member Exchange, Transformational Leadership, and Value System. *EJBO - Electronic Journal of Business Ethics and Organization Studies*, 10 (1),1-17.
- Laschinger, H., Purdy, N. & Almost, J. (2007). The Impact of Leader-Member Exchange Quality, Empowerment, and Core Self-evaluation on Nurse Manager's Job Satisfaction. *The Journal of nursing administration*. 37(2), 221-229.
- Lasker, R. D. & Weiss, E. S. (2003). Creating Partnership Synergy: The Critical Role of Community Stakeholders. *J. Health Hum. Services Admin.* 26(1),119-139.
- Li, A. N. & Liao, H. (2014). How do leader-member exchange quality and differentiation affect performance in teams? An integrated multilevel dual process model. *Journal of Applied Psychology*, 99, 847-866.
- Li, Y., Fu, F., Sun, J. M. & Yang, B. (2016). Leader-member exchange differentiation and team creativity: An investigation of nonlinearity. *Human Relations*, 69, 1121-1138.
- Liden, R., & Graen, G. (1980). Generalizability of the vertical dyad linkage model of leadership. *Academy of Management Journal*, 23, 451-465.
- Liden, R., Sparrowe, R. & Wayne, S. (1997). Leader-member exchange theory: The past and potential for the future. *Research in Personnel and Human Resources Management*. 15,1-17.
- Liden, R. & Maslyn, J. M. (1998), Multidimensionality of Leader-Member Exchange: An Empirical Assessment Through Scale Development, *Journal of Management*, 24 (1), 43-72.
- Loi, R., Chan, K. W. & Lam, L. W. (2014). Leader-member exchange, organizational identification, and job satisfaction: A social identity perspective. *Journal of Occupational and Organizational Psychology*, 87(1), 42-61.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of Industrial and Organizational Psychology* (pp.1297-1349). Chicago: Rand McNally.
- Lonsdale, D. J. (2016). The effects of leader-member exchange and the feedback environment on organizational citizenship and withdrawal. *The Psychologist-Manager Journal*, 19(1), 41-59.
- Luo, B. & Cheng, S. P. (2014). Leader-member exchange, efficacy and job performance: A cognitive perspective interpretation. *Canadian Social Science*, 10(5), 244-248.
- Luthans, F., Avolio, B. J., Avey, J. B. & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel Psychology*, 60(3), 541-572.
- Luthans, F., Norman, S. M., Avolio, B. J. & Avey, J. B. (2008). The mediating role of psychological capital in the supportive organizational climate-employee performance relationship. *Journal of Organizational Behaviour*, 29(2), 219-238.
- Luthans, F., Youssef, C. M. & Avolio, B. J. (2015). *Psychological Capital and Beyond*. New York: Oxford University Press.
- Luthans, F. & Youssef-Morgan, C. M. (2017). Psychological capital: An evidence-based positive approach. *Annual Review of Organizational Psychology and Organizational Behaviour*, 4, 339-366.
- Markham, S. E., Yammarino, F. J., Murray, W. D. & Palanski, M. E. (2010). Leader-member exchange, shared values, and performance: Agreement and levels of analysis do matter. *The Leadership Quarterly*, 21(3), 469-480.
- Martin, R., Guillaume, Y., Thomas, G., Lee, A. Epitropaki, O. (2015). Leader-member exchange (LMX) and performance: A meta-analytic review. *Personnel Psychology*, 69(1), 67-121.
- Niessen, C., Weseler, D. & Kostova, P. (2016). When and why do individuals craft their jobs? the role of individual motivation and work characteristics for job crafting, *Human Relations*, 69(6), 1287-1313.
- Olsson, L., Hemlin, S. & Pousette, A. (2012). A multi-level analysis of leader-member exchange and creative performance in research groups. *The Leadership Quarterly*, 23(3), 604-619.

- Ozutku, H., Agca, V., & Cevrioglu, E. (2008). Lider-Üye Etkileşim Teorisi Çerçevesinde, Yönetici-Ast Etkileşimi ile Örgütsel Bağlılık Boyutları ve İş Performansı Arasındaki İlişki: Ampirik Bir İnceleme, *Afyonkarahisar Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 22(2), 193- 210.
- Park, S., Sturman, M. C., Vanderpool, C. & Chan, E. (2015). Only time will tell: The changing relationships between LMX, job performance, and justice. *Journal of Applied Psychology*, 100(3), 660-680.
- Peeters, M. & Tuijl, H. & Rutte, C. & Reymen, I. (2012). Personality and team performance: A meta-analysis. *European Journal of Personality*, 20, 377-396.
- Peterson, S. J., Luthans, F., Avolio, B. J., Walumbwa, F. O. & Zhang, Z. (2011). Psychological capital and employee performance: A latent growth modelling approach. *Personnel Psychology*, 64(2), 427-450.
- Petrou, P., Demerouti, E., Peeters, M.C.W., Schaufeli, W.B. & Hetland, J. (2012). Crafting a Job on A Daily Basis: Contextual Correlates and The Link to Work Engagement, *Journal of Organizational Behaviour*, 33, 1120-1141.
- Petrou, P., Demerouti, E. & Xanthopoulou, D. (2016). Regular versus cutback-related change: The role of employee job crafting in organizational change contexts of different nature. *International Journal of Stress Management*, 24, 62-85.
- Power, R. L. (2013). Leader-member exchange theory in higher and distance education. *The International Review of Research in Open and Distance Learning*, 14 (4), 277-284.
- Qi, J., Zhang, K., Fu, X., Zhao, X. & Wang, L. (2019). The effects of leader-member exchange, internal social capital, and thriving on job crafting. *Social Behaviour and Personality: An international journal*, 47(6), 1-10.
- Radstaak, M. & Hennes, A. (2017). Leader-member exchange fosters work engagement: The mediating role of job crafting. *SA Journal of Industrial Psychology*. 43, 1-12.
- Rockstuhl, T., Dulebohn, J. H., Ang, S. & Shore, L. M. (2012). Leader-member exchange (LMX) and culture: A meta-analysis of correlates of LMX across 23 countries, *Journal of Applied Psychology*, 97(6), 1097-1130.
- Scandura, T. A., & Graen, G. B. (1984). Moderating Effects of Initial Leader-Member Exchange Status on the Effects of a Leadership Intervention, *Journal of Applied Psychology* 69(1), 428-436.
- Schyns, B., Paul, T., Mohr, G., & Blank, H. (2005). Comparing Antecedents and Consequences of Leader-Member Exchange in a German Working Context to Finding in the US, *European Journal of Work and Organizational Psychology*, 14 (1), 1-22.
- Sepdiningtyas, R. & Santoso, C. B. (2017). The Influence of Leader-Member Exchange on Individual Performance: The Roles of Work Engagement as a Mediating Variable and Coworkers Support as a Moderating Variable. *Review of Integrative Business and Economics Research*, 6(4), 285-305.
- Siu, O. L. (2013). Psychological capital, work well-being, and work-life balance among Chinese employees: A cross-lagged analysis. *Journal of Personnel Psychology*, 12(1), 170-81.
- Slemp, G. R. & Vella-Brodrick, D.A. (2013). The Job crafting questionnaire: a new scale to measure the extent to which employees engage in job crafting, *International Journal of Wellbeing*, 3(2), 126-146.
- Slemp, G. R., Kern, M. L. & Vella-Brodrick, D. A. (2015). Workplace well-being: the role of job crafting and autonomy support, *Psychology of Well-Being*, 5(7), 1-17.
- Someh, I. A. & Shanks, G. (2013). The role of synergy in achieving value from business analytics systems, *Knowledge Management and Business Intelligence*, 1(1), 1-16.
- Tims, M., & Bakker, A. B. (2010). Job crafting: Towards a new model of individual job redesign. *SA Journal of Industrial Psychology*, 36, 1-9.
- Tims, M., Bakker, A. B. & Derks, D. (2012). Development and validation of the job crafting scale, *Journal of Vocational Behaviour*, 80, 173-186.
- Tims, M., Bakker, A. B. & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*, 18, 230-240.
- Toor, S-R. & Ofori, G. (2010). Positive Psychological Capital as a Source of Sustainable Competitive Advantage for Organizations. *Journal of Construction Engineering and Management*, 136, 341-352.

- Travaglianti, F., Babic, A. & Hansez, I. (2016). The role of work-related needs in the relationship between job crafting, Burnout and Engagement, *SA Journal of Industrial Psychology*, 42(1), 1-13.
- Turgut, H., Tokmak, İ., Ateş, M.F. (2015). 'Lider-Üye Etkileşiminin İşgören Performansına Etkisinde Çalışanların Örgütsel Adalet Algularının Rolü', *Çankırı Karatekin Üniversitesi İİBF Dergisi*, 5(2), 417-442.
- Van Dam, K. (2013). Employee adaptability to change at work: A multidimensional, resource-based framework. In S. Oreg, A. Michel, & R.T. By (Eds.), *The Psychology of Organizational Change: Viewing change from the employee's perspective* (pp. 123-142). Cambridge: Cambridge University Press.
- Vecchio, R. & Gobdel, B. (1984). The Vertical Dyad Linkage Model of Leadership: Problems and Prospects, *Organizational Behaviour and Human Performance*, 34(1), 5-20.
- Vogt, K., Hakanen, J. J., Brauchli, R., Jenny, G. J., & Bauer, G. F. (2016). The consequences of job crafting: a three-wave study. *European Journal of Work and Organizational Psychology*, 25(3), 353-362.
- Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010). Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behaviour: A cross-level investigation. *Journal of Applied Psychology*, 95(3), 517-529.
- Wang, T., Jiao, Y., Montell, C. (2005). Dissecting independent channel and scaffolding roles of the *Drosophila* transient receptor potential channel. *J. Cell Biol.*, 171(4), 685-694.
- Wang, H., Sui, Y., Luthans, F., Wang, D. & Wu, Y. (2014). Impact of authentic leadership on performance: Role of followers' positive psychological capital and relational processes. *Journal of Organizational Behaviour*, 35, 5-21.
- Wayne, S. J., Shore, L. M. & Liden, R. C., (1997). Perceived Organizational Support and Leader-Member Exchange: A Social Exchange Perspective, *Academy of Management Journal*, 40(1), 82-111.
- Wrzesniewski, A., LoBuglio, N., Dutton, J. E. & Berg, J. M. (2013). Job crafting and cultivating positive meaning and identity in work", *Advances in Positive Organizational Psychology*, 1(1), 281-302.
- Xanthopoulou, D., Bakker, A.B., Heuven, E., Demerouti, E. and Schaufeli, W.B. (2009). Working in the sky: a diary study on work engagement among flight attendants, *Journal of Occupational Health Psychology*, 13(4), 345-356.
- Zhang, Z., Waldman, D. A. & Wang, Z. (2012). A multi-level investigation of leader-member exchange, informal leader emergence, and individual and team performance. *Personnel Psychology*, 65(1), 49-78.