

How Job Crafting Builds Organizational Agility in a Government-Dependent NSO: The Mediating Role of Organizational Climate

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Abstract

Research question: The present study examined how organizational climate plays a mediating role in the relationship between job crafting and organizational agility in a government-dependent NSOs suffering from bureaucratic structures and rigid legislation. We therefore hypothesized that employees undertaking job crafting techniques would be most likely to shape positive climates, thereby building organizational agility.

Research Methods: Employing a quantitative approach, structural equal modelling (SEM) was performed for testing the research hypothesis. One hundred ninety one employees working in the Iranian Ministry of Sport and Youth were asked to respond to three standard questionnaires.

Results and Findings: SEM analyses offered strong support for the research hypothesis referring to positive mediating role of organizational climates. We, discuss how a workplace containing more than two people builds informal organization among employees, as they refine their position to increase social job resources.

Implications: The study demonstrated that job crafting has the potential to be linked with positive organizational outcomes and, thereby suggested a practical strategy to select the people for entering NSOs. Presenting a potential workplace pattern for employees to refine their positions in terms of sharing knowledge and carrying out job tasks, the study illustrated a context to empower the human resources.

Keywords: Job crafting, organizational climate, national sport organization, agility

1. Introduction

Organizational agility generally refers to an, “organization’s ability to effect on market changes and take timely actions and offer new solutions so as to cope with a dynamic and complex environment” (Overby et al., 2006, p. 131). Although the existence of agility has been demonstrated in previous studies (Cegarra-Navarro & Martelo-Landroguez, 2020), particularly regarding information technology management (Melián-Alzola et al., 2020), Di Minin et al. (2014) stated that agility is a strategic tool for managing organizations as it refers to an organizations’ quick and rightful response to the external environments. In this field, Darvishmotevali and colleagues (2020) argued that in highly dynamic and complex environments, organizations must reduce the bureaucracy to manage the challenges of uncertainty. Government-dependent sport organizations, mainly located in the Middle East and funded fully by government, have bureaucratic structures and need to change their structures to reach an agility level. Dousti (2012), for example, stated that an important country in the Middle East, like Iran, resembles this unique sport system, such that the central government plays an important role in the sports structure through its funding and makes substantial sport-related policies as the main custodian of sports in Iran. Although the type of organizational structure determines the flexibility and speed of an organization (Singh et al., 2013), research surrounding NSOs has focused on not-for-profit sectors (Dowling et al., 2018). Hence, there is currently limited research which has considered how organizational agility could be reached in the context of government-dependent NSOs.

Previous research has mainly focused on organizational structures as managerial tools of organizational agility (Cegarra-Navarro & Martelo-Landroguez, 2020; Melián-Alzola et al., 2020), rather than the proficiency of human resource as individual practices. The above studies are important as they refer to the bottom-up process of employee management and job crafting in which employees redefine job schemes resulting from the design of their jobs

individually (Wrzesniewski & Dutton, 2001). These changes can impact on the valuable and meaningful concept of jobs (Berg et al., 2013), and thereby creativity and innovation, which requires organizational agility (Overby et al., 2006). Developing the job demand-resource (JD-R) model, Tims et al. (2010) demonstrate that human resources individually and collectively change an organizational environment to be more agile in terms of work meaningfulness (Fried et al., 2007), proactive behaviours (Grant et al., 2010), and in-role performance (Tims et al., 2014). Some evidence also shows the impact of human resource practice on organizational agility whether in industry-based contexts (Melián-Alzola et al., 2020) or government-dependent organizations (Shabani Bahar, 2017). Thus, research shows that organizational agility depends on human resource function and job attitudes.

Moreover, Oldham and Hackman (2010) stated that job crafting not only occurs at individual level but can also affect the organizational environment through collective job crafting within teams and through positive psychological states. Research shows that when employees craft their jobs, they are more likely to use their creativity and innovative skills, and thereby change the climate of an organization (Shabanibahar, 2019). In corroboration with this statement, Andersson et al. (2020) showed that psychological safety, in the form of job crafting, shapes and is positively related to organizational climate. This concept generally refers to the “common perception of organizational employees who are exposed to the same organizational structure” (Schein, 1990, p. 16). Consistent with Halpin and Croft (1963), organizational climate is related to organizational feeling among paid staff and their variability as staff move from organization to organization. As the organizational climate has been formed by individual and workforce trial and error (Shirahada & Hamazaki, 2013), it seems that job crafting, through creativity and innovation, positively changes the climate of sport organizations.

The role of mediators in human science studies in the field of sport management is important because it develops our understanding of relationships and multiple and concurrent phenomena (Cunningham & Ahn, 2019). For instance, Delshab et al. (2021) showed the mediating role of knowledge management in relationship between unlearning context and organizational performance in community sport clubs. In the field of occupational considerations in sport, Loghmani et al. (2017), Loghmani et al. (2021) and Cleave (1993) use psychological states as mediating variables in the relationship between job characteristics and attitudinal and behavioural outcomes. Moreover, job crafting is not a single-dimension process, but also includes motives (proactive, reactive), forms (approach, avoidance, other) and positive and negative experiences (Lazazzara et al., 2020) which may lead to organizational outcomes (Oldham & Fried, 2016). According to the above studies, individual proactive behaviours need to be facilitated by a mediator to achieve positive organizational outcomes. Although there has been research detailing the importance of job crafting for building the attitudinal behavioural, and organizational outcomes (Fried & Oldham, 2016), the gaps in the literature allowed us to: (a) provide a conceptual pattern to understand how job crafting by employees, as an individual practice and bottom-up process, can lead to organizational agility through changing the organizational climate, and (b) expand our knowledge of how organizational agility works in government-dependent NSO with rigid legislation and bureaucratic structures. Therefore, we seek to examine the mediating role of organizational climate in relationships between an important individual anticipator (job crafting) and organizational agility in a government-dependent NSO.

2. Review of Related Literature

2.1. Theoretical and Research Underpinning

2.1.1. Job Crafting

The concept of job crafting has been developed by Wrzesniewski and Dutton (2001) to respond to the individual needs of employees in the workplace. This concept, referring to individual job plans, has been at the centre of job design theories such as the career dynamic perspective (Fried et al., 2007) and integrated model job design (Grant et al., 2010). Consistent with the career dynamic perspective, each employee needs to be stimulated by some job characteristics to craft their work and to improve over time (Fried et al., 2007). However, Grant and colleagues (2010) proposed the pivotal role of job crafting in relationships between job characteristics and the attitudinal and behavioural outcomes of employees. Aside from individual job crafting, Oldham and Hackman (2010) stated that employees craft their jobs at team level in a process, also referred to as give and take (Grant, 2013). The main components of job crafting include task crafting, relational crafting and cognitive crafting (Wrzesniewski & Dutton, 2001) which emphasize job demands and job resources (Tim et al., 2010). For this reason, the job demand-resource (JD-R) model was adapted by Tims et al. (2010) to develop the job crafting scale to reflect that job crafting requires balance between the job demands and resources of employees based on their skills and capabilities (Bakker & Demerouti, 2007; Demerouti & Bakker, 2011). Job demands include all job aspects that require the physical and psychological skills (cognitive and emotional) of the employees, with job demands also associated with physical and physiological costs. In contrast, job resources include those aspects that are associated with achieving job goals, reducing job demands and the stimulation of learning, growth and individual development (such as autonomy and feedback from performance).

Research surrounding JD-R shows that each type of job crafting may be related to positive or negative outcomes (Tims et al., 2012). For example, Tims et al. (2014) showed that increasing structural and social job resources and increasingly challenging job demands are related to positive psychological outcomes in the workplace. In contrast, Tims and colleagues (2015), investigating the effect of decreasing hindering job demands on colleague's workload and conflict, argued that job crafting is positively related to colleague's conflict, workload, and burnout. Literature concerning job crafting consequently shows that this concept emerged at the individual level in organizations, although it has been shown that the process can be effective at team level (Oldham & Hackman, 2010) and can build some key organizational outcomes (Grant et al., 2010). Consistent with the above literature, the main ideas of JD-R are based on creating social and organizational environments in a way that job crafting done by one employee could be influenced by another (Tims et al., 2015). These interpersonal interactions in workplaces would build organization-related processes that create links between employees' performance and organizational responses (e.g., agility).

2.1.2. Organizational Agility

The agile organization's characteristics and strategies are the most popular aspects explored by researchers when investigating organizational agility (Appelbaum et al., 2017). The features of organizational agility identified earlier (Appelbaum et al., 2017) demonstrated the importance of employees. From a human resource perspective, managers can use flexible leadership styles to foster employees' creativity and to reach organizational agility (Singh et al., 2013). Furthermore, Melián-Alzola et al. (2020) found that organizational agility would be achieved through the job satisfaction of essential workers. Organizational agility, investigated in the above studies, shows that agility in an organization may occur when there are clear relationships between employees and their creativity for solving and/or responding to an organizational issue. The process reflects a common sense of

organization and positive knowledge sharing to enable a quick response, which can be referred to as organizational climate (Ali et al., 2018).

2.1.3. Organizational Climate

Over the last 20 years, research has focused on the setting of values, rules and priorities to be followed by all individuals involved in an organization, in the form of organizational climate (Chen & Huang, 2007; Rusu & Avasilcai, 2014; Shirahada & Hamazaki, 2013). Bellou and Andronikidis (2009), for example, showed that organizational climate is related to efficiency, reflectivity, supervisory support, innovation and flexibility. Arora et al. (2012) also showed that unfavourable organizational climate is correlated with negative organizational commitment and confidence, whereas favourable organizational climate is positively correlated with confidence. Although there are inherent similarities between concepts of organizational climate and organizational culture, they need to be differentiated from each other as both have been studied in distinct literature and by different researchers (Ehrhart & Schneider, 2016). Ehrhart et al. (2014) define organizational climate as, "the shared meaning organizational members attach to the events, policies, practices, and procedures they experience and the behaviours they see being rewarded, supported, and expected" (p. 69). Conversely, organizational culture is broader than organizational climate (Ehrhart & Schneider, 2016), and has been defined as:

...a pattern of shared basic assumptions learned by [an organization] as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems (Schein, 2010, p. 18).

Therefore, the organizational climate refers to common feelings, perceptions and attitudes of people working in an organization, and how this climate can be built by

commonly held beliefs, values and traditions entitled organizational culture (Ehrhart & Schneider, 2016; Iljins et al., 2015). Further to organizational culture, research identified other anticipators of organizational climate including human resource motivation (Rusu & Avasilcai, 2014), and the trial and error mindset of employees (Shirahada & Hamazaki, 2013). These aspects can also lead to some key consequences including managing knowledge sharing (Al-Kurdi et al., 2020), employee's trust in colleagues, the supervisor, and the organization (Nedkovski et al., 2017), and organizational performance (Shanker et al., 2017). Since the organizational climate is positively related to affective commitment in government offices (Hassan & Rohrbaugh, 2012), and has been measured by various methods such as qualitative comparative analysis and hierarchical regression models in sport organizations (Escamilla-Fajardo et al., 2020), it will be improved by employees who participate in social sport events (i.e., corporate running), thereby employees' motivation for physical activity influences this relationship (Pfitzner & Koenigstorfer, 2017). Therefore, organizational climate reflects the social environment and creativity by individuals to reach organizational successfulness.

2.2. Research hypothesis

Research has shown the importance of agile attributes and behaviours of workforces in the form of team work to build organizational agility (Muduli, 2016). In their studies, Tims et al (2014) and Oldham and Hackman (2010) showed that the team level of job crafting may lead to positive psychological states, whilst Muduli (2016) emphasized the psychological empowerment of employees and Shabani Bahar et al. (2017) focused on job crafting to reach agility within organizational contexts. In addition, organizational climate may be affected by job crafting behaviours (Shabanibahar, 2019) and their outcomes such as trust in the level of colleagues, supervisor and organization (Nedkovski et al., 2017), innovative work behaviour (Shanker et al., 2017), knowledge-sharing behaviours (Al-kurdi et al., 2020), and colleagues'

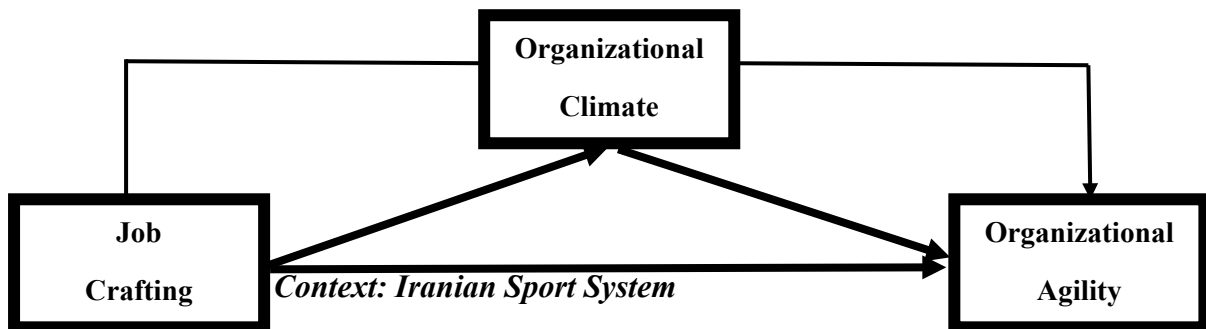
well-being (Tims et al., 2015). Cegarra-Navarro and Martelo-Landroguez (2020) considered organizational memory, and Chen and Huang (2007) the social interaction perspective, showing that creative behaviours of employees (e.g., job crafting assumptions) can lead to organizational climate, and thereby organizational agility, through knowledge sharing. Task, relational and cognitive job crafting an employee uses can lead to the creation of an organizational climate in a way that the process would facilitate the relationship between strategic human resource management and organizational performance (Ali et al., 2018). Other research findings reveal that organizational climate leads to some key organizational performance (Ali et al., 2018) and agility (Shabani Bahar et al., 2015). As literature has shown the mediating role of organizational climate in relationships between emotional intelligence and counterproductive work behavior (Al Ghazo et al., 2019), we postulate that job crafting of employees facilitates the organizational climate and thereby helps achieve the organizational agility. This study, therefore, considers organizational climate as a mediator and examines the interaction effect of this construct and job crafting on achieving organizational agility, resulting in the following hypothesis (H):

H1. Organizational climate positively mediates the relationship between job crafting and organizational agility.

As shown in Figure 1, the proposed model depicts a structural analysis of the mediating role of organizational climate within the relationship between job crafting and organizational agility in governmental sport contexts, in order to extend our understanding of how job crafting builds organizational agility. This paper therefore helps us take advantage of job crafting outcomes at organizational levels in ways that illustrate how a proactive employee can change organizational climate and thereby influence organizational agility in a government-dependent NSO.

Figure 1

The proposed research model.



The system of sport in Iran is based around two umbrella national organizations – MSY and the National Olympic Committee (NOC). Although government and public bodies are responsible for sport-for-all and college sport, and umbrella federations and the NOC organize grassroots and top-level sport (Ruoranen et al., 2016), the related sport system and policymaking in Iran is strongly under the auspices of the government bodies. For example, after the Islamic revolution of Iran in 1979, community sports administrations have been affected by the Islamic government. The Iranian MSY, along with the NOC as an upstream entity, determined its primary objectives to empower national sport federations (NSFs) to achieve the specific goals of sports successful in the Olympic Games (Dousti et al., 2013). The Iranian government's financial support for the development of sports, which was previously sent directly to the NOC and NSFs, was directed through the MSY since it was established (Dousti, 2012). These changes demonstrate that the Iranian government intends to control NSFs (Dousti & Safania, 2009). As a result, the 51 funded NSFs work under the supervision of the MSY and the NOC. The system shows that Iranian sport development depends on the agility and performance of the governing bodies for sports, like MSY.

3. Method

3.1. Participants

The nature of bureaucratic structures in government-dependent national sport organizations offers a rich context for examining the effect of job crafting on organizational agility through organizational climate (Oldham & Hackman, 2010; Hassan & Rohrbaugh, 2012, Tims et al., 2013; Tims et al, 2015; Fried & Oldham, 2016). Purposive sampling was used in this study as the top governing body for sport in Iran, the Ministry of Sport and Youth (MSY), was selected. According to the MSY human resource department at the time of research data collection, there were approximately 400 people classified as experts and paid staff divided into some key departments of public sports, ladies sports and youth affairs, legal and parliamentary, support and administrative units, sports championship, financial division, privatization unit, and the research unit. 217 experts and paid staff agreed to participate in the research. A total of 191 questionnaires were completed and returned, reflecting an 88% response rate (n=113 men; n=78 women). The average age was 37.61 years and the average job experience was 11.19 years. Approximately 12.6% of paid staff were educated in the field of physical education, and the remainder of staff in a discipline other than physical education and sports sciences.

3.2. Instrumentation

As Persian is the most widely used official language in the Islamic Republic of Iran, all research instruments were translated into Persian and then translated back into English to evaluate the appropriateness of the initial translation into Persian. The translations were made by four separate individuals who are familiar with both the Persian and English languages. No noteworthy mistakes were observed.

3.2.1. Job Crafting Scale

Tims et al. (2012) developed the JD-R job crafting scale, including 21 items and four factors which have greater relevance to governmental environments and large organizations. Their scale, which was based on job demands and job resources, contains the key changes to balance between the demands and job resources of employees based on their skills and capabilities. Accordingly, the present study uses the job crafting scale to examine four main factors of increasing structural job resources (five items) stating example statements such as, “I try to develop my capabilities”, or “I decide on my own how I do things”; decreasing hindering job demands (six items) stating examples such as, “I make sure that my work is mentally less intense”, or “I try to ensure that I do not have to make many difficult decisions at work”; increasing social job resources (five items) stating examples such as, “I ask my supervisor to coach me”, or “I ask colleague to advise”; and increasing challenging job demands (five items) such as, “When an interesting project comes along”, “I offer myself proactively as project co-worker”, or “I regularly take on extra tasks, even though I do not receive extra salary for them” by using a 5-point frequency scale (1 = never, 5 = often). The job crafting scale's convergent validity and reliability have been confirmed in research investigating the relationship between job crafting and some psychological states (Tims et al., 2014).

3.2.2. Organizational Climate Questionnaire

The organizational climate questionnaire developed by Halpin and Croft (1963) comprising of 32 items, was employed in this study as it includes the existing climate of organizations, rather than employee's perceptions. An example question was, “How much are you involved in solving problem in your workplace?”, or “How much do you show your respect to others in your workplace?”. This 5-point Likert questionnaire has already been employed in an educational environment and therefore confirmed its validity and reliability (Pan & Wu, 2015). It also has a five-value spectrum (1 = very low, 5 = very high).

3.2.4. Organizational Agility

We used the scale suggested by Spitzer (2007) to evaluate the rate of agility in government national sport organizations as it provides stimulating discussion (Spitzer, 2007). The questionnaire includes 33 items with a standard 5-point rating scale from 1 (strongly agree) to 5 (strongly disagree). Some example questions were, “This organization can implement changes in its business processes quickly”, “Decisions are made and implemented quickly in this organization”, or “There is fast feedback in this organization”.

3.3. Data Collection

A formal written letter was sent to the department of research of Iranian MSY including information pertaining to research objectives, participants, and distribution instructions. With the manager's approval and security checks completed, all targeted paid staff (e.g., managers and employees) were asked to respond to research questionnaires through a self-report survey form and associated instructions. As we followed the procedural and statistical remedies suggested by Podsakoff et al. (2003), we included instructions providing information on how to complete the survey form explaining that there are no right or wrong answers to the items and that the individual survey would be kept as a confidential document and reported only in aggregate. In addition to keeping simple, specific and clear language for items (Darvishmotevali et al., 2020), we tried to decrease the likelihood of respondents guessing by counterbalancing the order of items (Malhotra et al., 2006). These processes have been implemented to minimize the potential risk of common bias. In the next stage, each participant was asked to return the completed survey form in a sealed envelope. The process of distribution and collection of all questionnaires was accomplished in-person and lasted 13 business days.

3.4. Data Analysis

The structural equal modelling (SEM) approach, analysing the covariance matrix using maximum likelihood estimation, was employed in this study to perform the measurement structural model and examine the mediating role of organizational climate via analyses of the indirect and direct effects. Prior to testing the principal research hypotheses, confirmatory factor analyse was employed to evaluate the convergent, and discriminant validity and composite reliability of latent constructs. As SEM-related analysis assesses the root mean square error approximation (RMSEA), the comparative fit index (CFI), the non-normal fit index (NNFI), the incremental fit index (IFI), and the traditional chi square, we assessed the model fit based on conventional cut-off points of fit indices such as $RMSE \leq .08$, $IFI/NNFI/CFI \geq .90$ (Browne & Cudeck, 1993). To this end, the IBM SPSS 22 and LISREL 8.50 were performed to apply validity, reliability, and SEM to evaluate the model's fit and test the casual hypothesized relationship of the study's variables. We also used the statistical tests of mediation posed by Woody (2011) to examine the indirect effect and total effect.

4. Results

4.1. Reliability/Validity Analysis and Descriptive Statistics

Prior to running the main tests of the data, we refined the data by checking the skewness, kurtosis, and identifying the outliers through boxplots. Accordingly, we removed eight items from the organizational climate questionnaire, and nine items from the organizational agility questionnaire as the skewness and/or kurtosis scores were greater than ± 2 . At the next stage, the boxplots results showed that there were some critical outliers for each variable which needed to be removed. To this end 80 outliers were identified and removed from job crafting scale ($n = 14$), organizational climate ($n = 29$) and organizational agility ($n = 37$). Finally, 111 cases have been considered for data analysis and testing the research hypothesis.

As latent variables of organizational climate and organizational agility had no sub-factors, their items were reduced using dimension reduction and exploratory factor analysis. We have also used exploratory factor analysis for testing the divergent validity of the job crafting scale. According to the results of Bartlett's Sphericity and Kaiser-Meyer-Okin (KMO) measure of sampling adequacy, each scale of organizational climate (Bartlett's test [$\lambda^2 = 1503.98$, $df = 210$, $p = 001$], KMO = .91, Cumulative Eigenvalues = 67.92) and organizational agility (Bartlett's test [$\lambda^2 = 5654.24$, $df = 406$, $p = 001$], KMO = .79, cumulative Eigenvalues = 70.15) has been reduced to four factors based on a cut-off point of .50 and Varimax rotation. Furthermore, the KMO results (Bartlett's test [$\lambda^2 = 2244.02$, $df = 210$, $p = 001$], KMO = .87, cumulative Eigenvalues = 64.16) confirmed the four-dimension scale of job crafting. In the next stage, we tested first-order models to examine construct and factorial validity of scale variables job crafting, organizational climate and organizational agility by confirmatory factor analysis. The factor loading results show that all items of job crafting scale reflect the increasing structural job resources (ranging from .70 to .85), decreasing hindering job demands (ranging from .57 to .87), increasing social job resources (ranging from .76 to .83), and increasing challenging job demands (ranging from .65 to .85) which fit well to the data ($\lambda^2/df = 1.35$, RMSEA = .057, NFI = .94, CFI = .98, IFI = .98, NNFI = .98, p-value = .001). Other results of the first-order model of organizational climate (OC) questionnaire fit well to the data ($\lambda^2/df = 1.78$, RMSEA = .065, NFI = .93, CFI = .95, IFI = .95, NNFI = .94, p-value = .001), such that OC1 (ranging from .62 to .87), OC2 (ranging from .74 to .79), OC3 (ranging from .58 to .78), OC4 (ranging from .60 to .76) and OC5 (ranging from .55 to .69) have been reflected by the related items. The first-order model of organizational agility (OA) questionnaire indicate that the model fits to the data ($\lambda^2/df = 1.94$, RMSEA = .076, NFI = .90, CFI = .93, IFI = .93, NNFI = .94, p-value = .001), with the items' factor loading underlying each sub-factor of OA1 (ranging from .77 to .91), OA2

(ranging from .81 to .88), OA3 (ranging from .64 to .79), OA4 (ranging from .73 to .85) and OA5 (ranging from .65 to .84).

The results of the second-order model indicate that all items loaded heavily on underlying variables. As factor loading for each item (ranging from .66 to .86 for job crafting, .67 to .84 for organizational climate, and .72 to .89 for organizational agility), composite reliability of three main constructs (ranging from .712 to .912), and average variance extracted (AVE) of three latent variables (ranging from .530 to .672) were greater than the recommended threshold of .50 (Hair et al., 2010), .70 (Hair et al., 2010), and .50 (Fornell & Larcker, 1981), respectively, the results indicate a sufficient convergent validity for the study measurements. Finally, the discriminant validity of three constructs has been supported by comparing the square root of each variable's AVE value and its correlations with other latent variables (Fornell & Larcker, 1981), as this result has shown that the square root of AVE belonging to job crafting (.728), organizational climate (.774), and organizational agility (.820) were greater than the correlation among any pair of variables. Table 1 presents construct validity, reliability, means, standard deviation and correlations among all study variables. As expected, job crafting positively associated with organizational climate and organizational agility.

Table 1

Descriptive statistics, reliability, validity and correlations of all study measures.

Construct	Mean	SD	Alpha	CR	AVE	$\sqrt{\text{AVE}}$	JC	OC
JC	3.192	.694	.792	.815	.530	.728		
OC	3.659	.910	.858	.860	.600	.774	.573*	
OA	3.063	.985	.888	.893	.672	.820	.623*	.693*

Note 1. SD = Standard Deviation, CR = Composite Reliability, AVE = Average Variance Extracted, JC = Job Crafting, OC = Organizational Climate, OA = Organizational Agility.

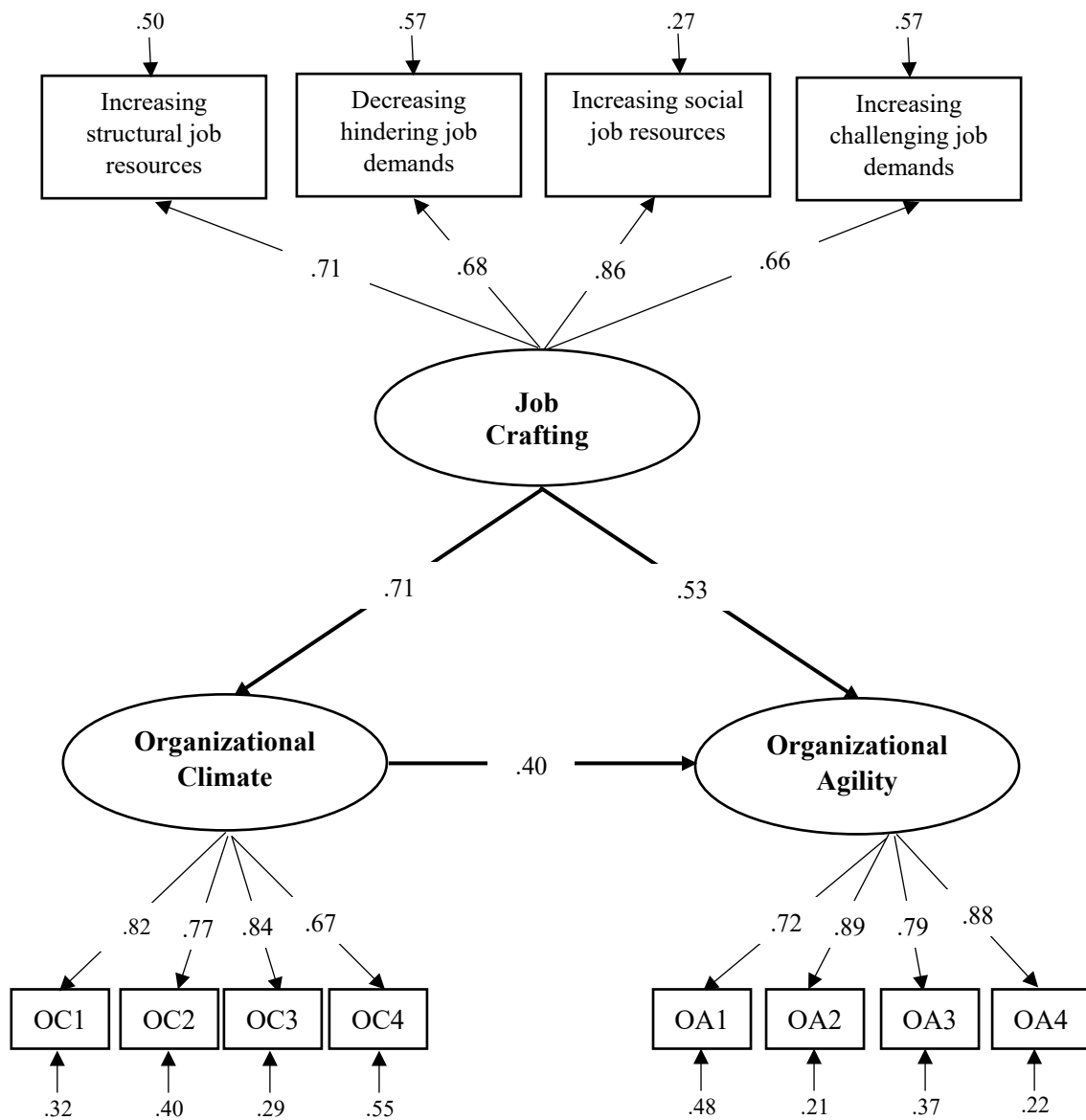
Note 2. * $p < .01$ (2-tailed test).

4.2. Hypothesis Analysis

The results of SEM-analyses indicate that the proposed research model fits well to the data: $\lambda^2/df = 1.90$, RMSEA = .091, NFI = .95, CFI = .98, IFI = .98, NNFI = .97, p-value = .001. As shown in Figure 2, job crafting positively and directly effected organizational climate ($r = .71$, T-value = 6.59, sig = .001) and organizational agility ($r = .53$, T-value = 4.15, sig = .001). Furthermore, there is a significant effect of .40 from organizational climate to organizational agility. In accordance with statistical tests of mediation suggested by Woody (2011), organizational climate played a mediating role in the relationship between job crafting and organizational agility (direct effect = .53, indirect effect = .28; total effect = .68). These findings offer evidence for H1, with organizational climate playing a mediating role in the relationship between job crafting and organizational agility.

Figure 2

Maximum likelihood estimates for research model.



Note. All factor loadings and path coefficients are significant at the $p < .001$ level.

5. Discussion

We argued that organizational agility and success within a government-dependent NSO may not occur through the job-based or organization-based plans, as managers are not always available for their employees (Tims et al., 2012). Hence, employees need to be mobilized themselves to craft their own jobs by increasing structural and social job resources,

decreasing hindering job demands, and increasing challenging job demands. As the job crafting had a positive relationship with organizational agility through organizational climate, the results of this study supported the hypotheses. In the next sections, we discuss how this study: (a) contributes to the literature of job crafting through organizational process, (b) provides practical implications focusing on human resources in refined position, and (c) suggests potential future research based on the most important limitations.

5.1. Individual Success and Organizational Outcomes: Changing Climate as Key Element

This study offers a possible reason why job crafting is positively related to organizational agility. The first contribution of the research is related to the mediating role of organizational climate in the relationship between job crafting and organizational agility. In this study, it has been shown that the mediating role of organizational climate is important to explain the relationship between job crafting and organizational agility of Iranian MSY. As employees proactively change their job tasks and relations to make their job more meaningful (Fried et al., 2007; Grant et al., 2010; Berg et al., 2013), this study expands the earlier findings by demonstrating that jobholders build an agile organization by changing organizational climate. This process is mostly facilitated by increasing social job resources and decreasing hindering job demands. These findings are consistent with Wrzesniewski and Dutton (2001) and Berg et al. (2013) who argued that job crafting is related to job outcomes through changing the social environment. Based on this, each employee shapes organizational climate and tries to receive a common feeling with others by increasing social job resources. For example, the proactive employees ask their supervisor and colleagues to mentor them and provide feedback on their job performance. They may also look to their supervisor for inspiration.

Through building united feelings and sharing knowledge and experience, participating employees tried to create social job resources. According to the results of present study, this

process engenders organizational agility, enabling employers to respond to uncertainty environments and organizational issues. It is also expected that the process leads to organizational creativity (Darvishmotevali et al., 2020) as the organization has a series of crafters, rather than employees. As the hypothesis of the relationship between job crafting, especially increasing social job resources, and organizational climate has been supported, it is important to acknowledge that relational crafting, achieved by increasing social job resources, is the most effective way to shape a 'one feeling' model in an organization. The process helps employees to foster knowledge sharing with each other and respond quickly to uncertain environments (Pedras et al., 2019; Darvishmotevali et al., 2020).

A second contribution of this study is related to type of workplace. Although the research findings have clearly revealed that decreasing hindering job demands is positively related to organizational climate and agility, previous empirical studies have shown that this kind of job crafting is positively related to negative work outcomes of colleagues regarding aspects such as workload, conflict, and burnout (Tims et al., 2014; Tims et al., 2015). Such inconsistency in the present study and previous research could be explained through two rationales. Firstly, the participants in the present study reported hindering job demands in general workplaces including teamwork conditions, while Tims et al. (2015) investigated the negative role of decreasing hindering job demands on job outcomes of colleagues within different workplaces containing dyad positions. Because there are more than two people within teamwork types of workplaces, significant cohesion is evident between members compared with the dyadic position. For example, within the teamwork and general workplace, if an employee decreases the hindering job demands, there are others to carry out the duties and tasks. In contrast, within the dyad workplace, there are no other employees to share the job tasks with them, thereby only one colleague has to perceive the workload and burnout as (s)he is alone. Therefore, the workplace type (general vs. dyad) can be moderated

by decreasing hindering job demands and attitudinal, behavioural, and organizational outcomes. Secondly, it seems that the effect of increasing social and structural job resources and increasing challenging job demands on positive individual and organizational outcomes are greater than decreasing hindering job demands. For this reason, although the participating employees reported high job crafting in decreasing hindering job demands, they shaped the positive organizational climate and agility. As previously discussed, social job resources have a significant impact on human resources with the process potentially leading to employees' psychological safety, thereby organizational climate and agility (Andersson et al., 2020). In sum, this study expands the previous findings revealing the effect of job crafting on individual and organizational outcomes (Grant et al., 2010, Tims et al., 2010; Tims et al., 2015), because we predicted that employees who optimize their job demands by increasing challenging and decreasing hindering, and who increase their social and structural job resources can help organizations to build positive climates and agile positions.

5.2. Practical Implications: Human Resources in Social Context and Refined Position

The research finding is in line with earlier studies that also found a positive relationship between organizational climate and organizational outcomes (Andersson et al., 2020). To this end, we suggest NSO's human resource management teams place their employees into workplaces containing more than two people by providing potential opportunities for employees to develop their skills and abilities and build informal organizations. This process helps employees to enable social acceptance and refine their positions. Furthermore, to foster this kind of job crafting (increasing social job resources and decreasing hindering job demands), we encourage sport managers to create an organizational memory in NSOs by building an environment of information sharing through increasing social job resources among employees. Such detail would facilitate organizational agility through enhancing the application of gained knowledge (Cegarra-Navarro & Martelo-

Landroquez, 2020). Thus, if sport human resource managers put employees into social contexts, they will proactively be able to refine their position by decreasing hindering job demands and assigning job tasks and sharing knowledge.

Therefore, the most important strategy we suggest sport human resource managers adopt is putting their employees into workplaces containing more than two people, such that they will be able to explore a way to refine positions with colleagues and increase the social job resources. Although the social context requires organizational trust (Berg et al., 2013) and the delegation of authority in the form of task independence and autonomy (Tims et al., 2015), it is strongly recommended that managers monitor the employees' job crafting process to ensure that they are undertaking tasks and duties in an organizational framework. As job crafting is not always relative to positive outcomes (Berg et al., 2013), it depends on a manager's positive performance in managing this process well and in line with organizational goals.

5.3. Limitations and Future Research

This study has several limitations and they should be taken into consideration when interpreting the results. First, inconsistent findings have emerged in terms of workplace types in relationships between job crafting and organizational outcomes. For this reason, future studies should try to investigate the mediating role of general- and dyad-based workplaces in relationship between job crafting, especially decreasing hindering job demands and organizational outcomes. Second, this study has been conducted under the Eastern culture and government-dependent NSO. In accordance with Fried and colleagues (2007), job crafting may occur at the early career stage of employees as they expect progress in the near future. This time may be different in various cultures, as Eastern culture reflects the future-oriented people in the futuristic orbit and Western culture makes the people present-oriented (Fried et al., 2007). To cover the research gap, we encourage future research to examine how

cultural differences moderate the associations of job crafting with organizational outcomes. Finally, we suggest future studies investigate the mediating role of organizational climate and its functions among other types of sport human resources, such as coaches, referees, players, clients and stakeholders to extend our understanding of how various kinds of human resources craft their works leading to organizational outcomes.

6. Conclusion

In this study, we argued that individual differences need to be emphasized as a milestone in organizational values and building organizational agility by changing the organizational climate. Accordingly, this study has presented a strategic suggestion for selecting new employees in NSOs by identifying and focusing on proactive people who have a degree of freedom to positively change their work as crafters, rather than employees. Increasing social job resources was related to organizational climate, and as such we suggest that sport managers put human resources into workplaces containing more than two people such as informal organizations, and encourage them to increase their social job resources. This process helps employees to positively change the organizational climate and socially refine their positions by moderating hindering job demands. This study also discovered that job crafting used within general workplaces, in comparison with dyad-based workplace types, could lead to positive outcomes at organizational levels.

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