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Proactive Personality and Task Performance: The Mediating Role of Job Crafting

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ABSTRACT

Purpose – The purpose of this study is to investigate the mediating role of job crafting in the relationship between proactive personality and task performance.

Design/methodology/approach –The hypotheses of the study were tested with path analysis in AMOS 17. It is hypothesized that proactive personality traits will lead to an increase in job crafting and consequently increase task performance. The data consists of employees working in the education sector. Data were collected from 225 individuals through an online questionnaire. The hypotheses of the study were tested by path analysis.

Results – The results show that increasing challenging job demands and increasing structural job resources, which are sub-dimensions of job crafting, partially mediate the relationship between proactive personality and task performance.

Discussion – Proactive individuals tend to engage in job crafting behaviors that increase their job demands and job resources, which subsequently contribute to their enhanced task performance. However, it is important to note that the effect of increasing challenging job demands on task performance was found to be negative, suggesting that a certain level of job demands may lead to decreased task performance. As a result of the research, recommendations for managers will be presented.

1. Introduction

Information technologies have made today's world more variable and dynamic than ever before. In the realm of business, where the job and role definitions of the employees become ambiguous and constantly changing, the jobs are also becoming more complex and it is important for the employees to work flexibly. Although it is evident that in traditional organizational structures, a top-down structure in which managers decide what to do is dominant, it is thought that the uncertainty and dynamism in today's business conditions have partially changed the top-down decision mechanisms (Fuller & Unwin, 2017:308; Tims & Bakker, 2010:36).

At this point, the job crafting gains importance. Job crafting is defined as the employee proactively changing his/her job in certain aspects (Van Wingerden and Poell, 2018: 6583). The idea of job crafting clarifies how employees modify assign work tasks in a way that is compatible with their own preferences, ambitions, abilities and skills objectives. By doing so, employees can make a variety of alterations to boost their job-related resources or to elevate or reduce their job-related demands. This situation brings positive outcomes such as better performance of working individuals in their business life (Wang & Bakker, 2017:80).

In order to survive in this changing competitive environment, organisations need flexible and innovative employees who can take responsibility, pioneer changes, foresee problems in advance (Crant, Hu, & Jiang, 2017:194). For this reason, in order for organisations to maintain their competitive advantages, the importance of the individual and personality characteristics of the employees of the organisation increases. At this point, proactive personality emerges as an important personality trait that reflects individuals' willingness to change (Bateman & Crant, 1993:104; Crant et al., 2017:194). It is suggested that these individuals can create situations in which they can perform better, especially by doing more job crafting, and subsequently their task performance will increase (Crant, 1995:533).

*This study is adapted from Yaşar Berkay MAMAK's master's thesis prepared under the supervision of Prof. Dr. Selin METİN CAMGÖZ

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In the present study, the link between having a proactive personality and performing tasks successfully were investigated within the framework of Job Demand Resource Theory (Schaufeli & Bakker, 2004:294). With the findings to be obtained, this paper is intended to contribute to the studies in the literature, to organise various trainings to encourage employees to be resourceful, and to offer recommendations on enhancing the current hiring procedures with regard to proactive personality traits and crafting abilities. In addition, this study is thought to make significant contributions to the literature, especially since the studies on crafting is generally conducted in western cultures, there is an assumption that examining it in a different culture will make significant contributions to the literature (Wang & Bakker, 2017:88). Finally, with the interpretation of the findings, it is suggested that it will contribute to managers and the literature to help employees perform better, perform more job crafting and willingly stay at work.

2. Literature Review

2.1. Proactive Personality

In today's dynamic environment, organizations, societies, and technology are rapidly changing, which necessitates employees to constantly adapt to changes in their surroundings and within themselves. To survive in this competitive and constantly changing landscape, organizations require employees who can take ownership, lead changes, anticipate problems, and come up with innovative solutions (Crant, Hu, & Jiang, 2017:194). For this reason, in order for organizations to maintain their competitive advantages, the importance of individual and personality traits of the employees of the organization increases. Proactive personality, one of these personality traits, is an important personality trait that reflects individuals' willingness to change. In fact, it is apparent that certain personality traits, such as proactive personality, play play a crucial influence in individual performance and are essential for organizations to maintain their competitive advantages, particularly in the realm of literature (Fugate, Kinicki and Ashforth, 2004:15; Seibert, Crant and Kraimer, 1999:417).

Bateman and Crant are credited with introducing the concept of proactive personality. They described proactive behavior as "the qualities of individuals who possess relatively fixed behavioral tendencies and take action to modify their surroundings" (Parker and Collins, 2010: 732). It is expressed that individuals who are proactive are those that recognize opportunities, take initiative, are active rather than passive and strive for changes despite obstacles (Seibert et al., 1999:417). Proactive personality takes its theoretical basis from the interactionist perspective proposed by Bandura (1977) (Crant et al., 2017:195). According to this perspective, the person, behaviour and environment continuously affect each other (Bandura, 1986:360). In other words, it is argued that individuals can influence events and their surroundings with their own behaviours and can be influenced by them in the same way. Accordingly, proactive individuals think that they can change the conditions as a result of their own behaviours. They can take the initiative by identifying the opportunities they encounter (Crant, 2000:436; Parker & Collins, 2010:634). In this context, individuals with proactive personality traits are not only passive receivers who accept their environment, but also individuals who try to influence and change the environment (Crant et al., 2017:195).

2.2. Job Crafting

According to Nielsen and Abildgaard (2012), the proactive aspect of job crafting empowers employees to make changes in their tasks and responsibilities characteristics for individual-organizational harmony, job satisfaction, and meaningful work experiences. According to Tims and Bakker (2010)'s explanation using the JDR approach, job crafting allows employees to go beyond their job requirements by making modifications to their jobs that align with their own abilities, interests, and motivations. This differs from the proactive personality trait which is a separate characteristic. The JDR model is a broad conceptual structure that demonstrates how job-related components influence employee well-being and performance at work.

The proposed model suggests that job crafting has four dimensions, two of which focus on increasing job resources, while the other two focus on increasing or decreasing job demands. These dimensions are increasing social-structural job resources, and challenging job demands, and the forth dimension is decreasing hindering job demands (Bakker et al., 2012; Tims et al., 2012).

Based on the claims of COR Theory (Hobfoll, 1989:514), increasing the structural job resources dimension involves maintaining the resources available to oneself by enhancing job autonomy and utilizing a wider range

of skills. Meanwhile, the process of enhancing social job resources comprises of actively seeking assistance, guidance, and feedback from both colleagues and supervisors. Seeking input or support from coworkers can be cited as a prime instance of improving one's social job resources.

Increasing challenging job demands involves taking on greater accountability as well as participating in projects that have positive outcomes, even if they are difficult or stressful. This can lead to greater job satisfaction, enjoyment, and less absenteeism (Kass, Vodanovich, & Callender, 2001:318). Crafting job demands can help individuals attain more difficult goals by acquiring new knowledge and skills (Crawford, LePine, & Rich, 2010:835). Overall, as per Tims and Bakker (2010) utilizing the JDR model, job crafting allows workers to go beyond their assigned job responsibilities and proactively tailor their job roles in line with their personal drive, abilities, and preferences. It is the dimension of decreasing hindering job demands.

It aims to proactively reduce these demands by thinking that the job demands of the individual are too high physically, emotionally and mentally. In cases where an individual encounters elevated job demands and inadequate job resources for a long time, he/she may experience negative outcomes such as burnout (Bakker et al., 2005:172). As a result the individual protects himself/herself from negative situations by reducing hindering job demands (Rudolph et al., 2017:114).

2.3. Proactive Personality, Job Crafting, and Task Performance

In the JDR model, it is suggested that every job characteristics have the potential to be categorized either job demands or job resources (Bakker & Demerouti, 2008:210). The first main aspect of the model is job resources that consist of the tangible, mental, and interpersonal aspects of the job that assist individuals in achieving their objectives and promoting growth and development (Tims et al., 2013:428). The model suggests that personal resources can help individuals handle job demands and perform better (Bakker et al., 2012:1360). The model suggests that low resources but high demands can result in negative outcomes like exhaustion and anxiety, whereas high demands and high resources can result in positive outcomes such as increased motivation, enthusiasm for work, and better performance (Bakker & Demerouti, 2014:4; Crawford et al., 2010:835). It is recommended that employees with sufficient personal resources can also increase their job resources (Van Wingerden, Derks, & Bakker, 2017:52). An individual with a proactive attitude, for instance, can perform better at work by planning a training for the company (Bakker & Demerouti, 2014:3).

It is suggested that job crafting sub-dimensions may operate as mediators in the relationship between proactive personality and task performance based on previous theoretical and empirical studies. Proactive personality is viewed as a personal resource in the JDR model (Bakker & Demerouti, 2014:4). The assertion goes that people with proactive personality qualities frequently use the job crafting strategy to increase their job-related resources, including social and structural support. This strategy also entails reducing hindering job demands while increasing demanding ones, which will ultimately have a favorable overall influence on their working experience. if a result, it is hypothesized that if individuals switch professions in accordance with their own talents, interests, and requirements, their task performance would improve. When the relationship between the dimension of increasing challenging job demands and task performance is examined, it is suggested that there is a positive relationship (Bakker et al., 2012; Wang & Bakker, 2017). Accordingly, individuals increase their job demands by taking on various responsibilities that interest them because individuals see this as personal gain and growth when they can overcome their job demands.

3. Methodology

3.1. Research Model and Hypothesis

The model presented in the study shows that job crafting's sub-dimensions, structural and social job resources, and hindering and challenging job demands play a mediating role in the relationship between proactive personality and task performance. The model is shown in Figure 1:

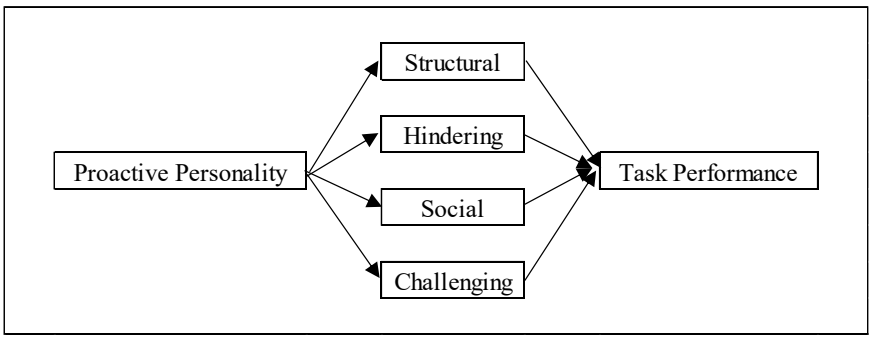

Figure 1: Research Model

Within the scope of the research, survey method, which is one of the qualitative research methods, was used. In order to test the proposed hypotheses, path analyses were performed with AMOS 17 program (Arbuckle, 2008:52). In the light of this model and the literature, the following model and hypotheses were developed:

H_1: Increasing structural job resources has a mediator effect between proactive personality and task performance.

H_2: Reducing hindering job demands has a mediator effect between proactive personality and task performance.

H_3: Increasing social job resources has a mediator effect between proactive personality and task performance.

H_4: Increasing challenging job demands has a mediator effect between proactive personality and task performance.

3.2. Procedures and Participants

The sample of the study were educators and academicians residing in Ankara, selected based on the assumption that they have a higher tendency to act autonomously, shape their work, and exhibit proactive behavior compared to individuals in other fields. The research employed a cross-sectional approach and gathered responses through an online survey method at a single point in time. Qualtrics survey system was used for this purpose. Thus, the distribution of the questionnaire was facilitated and the data were transferred to the analysis programmes used more quickly. In this context, 350 people were sent a link to the research questionnaire and 225 usable responses were received (response rate: 64%). Permission to conduct the study was obtained from Hacettepe University Ethics Commission with the date 2017 and number 35853271. Table 1 shows the demographic characteristics of the participants:

Table 1. Demographic Variables

		Frequency	%
Sex	Woman	138	61,3
	Man	86	38,2
	Other	1	0,4
Age	20-25	18	8
	26-35	76	33,8
	36-45	71	31,6
	46-55	45	20
	56+	15	6,7
Sector	Public	120	47
	Private	105	53
Status	Employee	152	67,6
	Middle-lower level manager	38	16,9
	Top level manager	21	9,3
	Other	14	6,2
Education	Elementary	4	1,8

High school	19	8,4
Junior college	18	8
University	119	52,9
Postgraduate	53	23,6
Other	12	5,3
	Mean	SE
Seniority in the Organization	9,47	9,03
Total Seniority	16,09	9,87

As can be seen in the Table 1, 138 of the sample participating in the research are female and 86 are male. Nearly 60% of the participants are between 26-35 and 36-45 age groups. 47% of the sample consists of participants who work in the public sector, while 53% of the sample consists of participants who work in the private sector. The average seniority of the participants in their current organisation is 9.4 years, while the average total seniority is 16 years.

3.3. Measures

The online questionnaire began with a voluntary consent form. The proactive personality scale, job crafting scale, and task performance scale, as well as some demographic information were administered to the participants for completion.

Proactive Personality Scale

The participants' proactive personality traits were assessed using the 8-item Proactive Personality Scale developed by Bateman and Crant (1993:105). Sample question items are "Nothing is more exciting than seeing my ideas turn into reality." The participants answered the scale on a 7-point Likert scale (1: Strongly disagree, 2: Disagree, 3: Somewhat disagree, 4: Neutral, 5: Somewhat agree, 6: Agree, 7: Strongly agree). High scores on the scale indicate that the individual's proactive personality scores are also high.

Sahbazoğlu's (2014:140) unpublished doctoral thesis was utilized for the translation of the scale into Turkish. The studies show that the scale validity and reliability are high. Namely, Bateman and Crant (1993:104) found the Cronbach's alpha reliability coefficient of the scale developed as a result of their study as 0.89. In addition, Erdogan and Bauer (2005:860) obtained similar results when the scale was applied in Türkiye. In this study, it is observed that the reliability coefficient of the proactive personality scale is high ($\propto$= .85).

Job Crafting Scale

Job crafting was measured with the Job Crafting Scale developed by Tims, Bakker and Derks (2012:428). The scale has four sub-dimensions and consists of 21 items. The dimension of 'increasing social job resources' is measured by items such as " "I ask others for feedback on my job performance."; 'increasing structural job resources' by items such as " "I try to learn new things at work."; 'increasing challenging job demands' by items such as " "When an interesting project comes along, I offer myself proactively as project coworker."; and 'decreasing hindering job demands' by items such as "I make sure that my work is mentally less intense". Among these dimensions, hindering job demands are measured with 6 items, while the other dimensions are measured with 5 items each (Tims et al., 2012:174).

Participants indicate their level of agreement with the given statements on a 5-point Likert-type scale (1: Strongly disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly agree). Studies show that the reliability and validity of the scale are high (Rudolph et al., 2017:114). The Turkish translation was conducted by Akın et al. in 2014. In the Turkish adaptation study, it is observed that the consistency coefficient of the scale ($\propto$= .84) is high (Akın, Sarıçam, Kaya, & Demir, 2014:20). In this study, it is evident that the reliability coefficient of the job crafting scale is high ($\propto$= .80). The reliability coefficients of the sub-dimensions of the scale vary between .71 and .79.

Task Performance Scale

The short version of Task Performance Scale developed by Williams and Anderson (1991:602) was used to measure task performance. The scale consists of five items. The sample statement is " I can competently

complete assigned work". The statements were rated on a 5-point Likert-type scale (1: Strongly disagree, 2: Disagree, 3: Undecided, 4: Agree, 5: Strongly agree).

Since the Turkish version of the scale could not be found in the literature, we decided to translate it. The scale was translated for this purpose by the researcher and thesis advisor using standardize international methods. Previous studies show that the reliability of the scale is high (∝= .88) (Bakker et al., 2012:1360). In this study, the reliability coefficient of the task performance scale is high (∝= .90).

4. Results

4.1. Preliminary tests

Firstly, data cleaning process was carried out in the study. Firstly, the study underwent a data cleaning process which followed the steps recommended by Tabachnick and Fidell (2013). The data were prepared for analysis using the SPSS program and no outliers were identified in the dataset. The variables were determined to meet the assumption of normal distribution. After verifying the reliability of the scales, total scores for the variables were computed and confirmatory factor analysis tests were conducted. The model's fit indices were confirmed to be within the specified values, and then mediation analysis tests were carried out.

4.2. Confirmatory Factor Analysis

Since the scales in the study were developed according to a certain theory and the scales had been previously studied, Confirmatory Factor Analyses were performed.

Table 2. CFA Results

	CFI	**NFI**	**GFI**	**RMSEA**	**ΔX^2/sd**
Good Fit	.97≤CFI≤1	.95≤NFI≤1	.95≤GFI≤1	0≤RMSEA≤.05	0≤X2/sd≤2
Acceptable Fit	.95≤CFI≤.97	.90≤NFI≤.95	.90≤GFI≤.95	.05≤RMSEA≤.08	2≤X2/sd≤3
Original Model	.85	.78	.71	.15	3.20
Revised Model	.93	.87	.89	.07	2.10

Table 2 displays the result of the CFA and it is observed that the results are within the specified ranges (Arbuckle, 2008).

4.3. Descriptive Statistics and Correlations

The information presented in Table 3 includes several key statistics related to the variables being studied. First, the table displays the means for each variable, which provide an indication of the average value of that variable across the entire sample. Second, the standard deviation values for each variable are also listed, which give an idea of how much variability there is in the data for that variable. Additionally, the table includes Cronbach's alpha values of the scales. Finally, the table also shows correlation coefficients between the variables.

Table 3 shows that task performance has a significant positive correlation with structural job resources (r=.288; p<.001) and increasing social job resources (r=.14; p<.05). Moreover, there is a significant positive correlation between proactive personality and task performance (r=.346; p<.001), as well as between increasing structural job resources (r=.432; p<.001), decreasing hindering job demands (r=.134; p<.05), and increasing challenging job demands (r=.374; p<.001).

Table 3. Descriptive Statistics and Correlations

	Variables	1	2	3	4	5	6	7	8	9	10	11	12	13
1	Age	1												
2	Sex	.236**	1											
3	Total Working Time	.946**	.244**	1										
4	Institution Working Time	.449**	.129	.543**	1									
5	Education	-.020	-.155*	-.101	-.025	1								
6	Sector	-.210**	.076	-.182**	.118	-.136*	1							
7	Position	.132*	.043	.220**	.267**	-.029	.195**	1						
8	Structural	.092	.078	.128	.135*	.023	.03	.024	1					
9	Hindering	.001	-.040	.030	.156*	-.175**	.070	-.200	.167*	1				
10	Social	-.077	-.034	-.070	.040	.048	.212**	.196**	.281**	.110	1			
11	Challenging	.061	.078	.100	.184**	.057	.100	.143*	.426**	.080	.496**	1		
12	Proactive Pers.	.112	.113*	.129	.112	.109	-.001	.056	.432**	.134*	.070	.374**	1	
13	Task Perf.	-.029	-.075	-.022	.014	.210**	.004	.045	.288**	.05	.140*	.100	.346**	1

** correlation is significant at 0.01 level, * correlation is significant at 0.05 level.

Many studies show similar results. It has been suggested that the reason for this may be that individuals who stay longer in the organisation are more free to shape their work (Ghitulescu, 2006:52). It is noteworthy that while the length of employment at the current workplace is correlated with the three dimensions of job crafting, the total length of employment is not correlated with these dimensions of job crafting (r=.13, r=-.07, r=.10; p>0.05). In other words, the longer individuals stay in their current organisations, the more they resort to job crafting, i.e. the more they shape their jobs themselves. However, there is no relationship with the total duration of working life. When the relationship between the education variable and the research variables is analyzed, it is seen that job crafting has a negative and significant (r=-.17, p<0.01) relationship only with the dimension of reducing hindering job demands. In other words, as the individuals' education level increases, they control their jobs more by themselves and reduce the job demands that hinder them. In addition, as the level of education increases, self-assessed task performance also increases (r=.21, p<0.01).

It was found that the sector and increasing social job resources showed a significant and positive (r=.20, p<0.01) relationship with each other. Private sector employees increase their social job resources more than public sector employees. No other significant relationship was found between the other variables and the sector variable.

The research revealed that there is a significant correlation between position and the increase in both social job resources (r=.20, p<0.01) and challenging job demands (r=.14, p<0.05). It is seen that there are similar results, and it has been suggested that this may be due to the fact that individuals can make freer decisions as they reach higher positions, but senior managers avoid job crafting because they do not want to enter the areas of responsibility of others (Berg et al., 2010:160). In the study, it was found that men showed higher proactive personality than women (r=.13, p<0.05). It is seen that there are different results in the studies. In some studies, no relationship was found (Erdogan & Bauer, 2005:860), while in others such a relationship was observed (Tornau & Frese, 2013:45).

4.4. Hypotheses Tests

The study employed path analyses to examine the proposed hypotheses. Path analyses were performed with AMOS 17 programme (Arbuckle, 2008:52). The model presented in the study suggests that the relationship between proactive personality and task performance is affected by four sub-dimensions of job crafting. The study suggests that these sub-dimensions act as mediators in the connection between proactive personality and task performance.

In the first mediation test, increased structural job resources were found to mediate the relationship between proactive personality and task performance (β= .43, p<.001). In the next stage, the relationship between increased structural job resources (β= .18, p<.05) and proactive personality (β= .33, p<.001) and task performance was examined and a positive and significant relationship was observed. This shows that the dimension of increasing structural resources partially mediates the relationship between proactive personality and task performance. In other words, proactive personality has both direct and indirect effects on task performance. Proactive personality also affects the sub-dimension of increasing structural job resources and then increases the individual's task performance. Therefore, H1 is partially supported.

In the second mediation test, the relationship between proactive personality and task performance was analyzed whether there is a mediating effect of the decreasing hindering job demands and it was found that there is no mediating role. In the first step, the relationship between proactive personality and the dimension of decreasing hindering job demands was analyzed and found to be positive and significant (β= .13, p<.05). In the next stage, the relationship between the dimension of decreasing hindering job demands and task performance was analyzed and the relationship was found to be insignificant (β=-.03, p>.05). Therefore, it was determined that the dimension of decreasing hindering job demands of starting a business does not mediate the relationship between proactive personality and task performance. H2 was not supported.

In the third mediation test, whether the increasing social resources mediates the relationship between proactive personality and task performance was examined and no mediation effect was found (β= .07, p>.05). H3 was not supported. In the fourth mediation test, it was tried to determine whether the dimension of increasing challenging job demands mediates the relationship between proactive personality and task performance. In the first step, the relationship between proactive personality and the dimension of increasing challenging job demands was analyzed and found to be positive and significant (β= .37, p<.001). In the next stage, the relationship between challenging job demands and task performance was analyzed and a negative and significant (β= -.17, p<.05) relationship was found. When the relationship between proactive personality and task performance was analyzed, it was found to be positive and significant (β= .33, p<.001). Therefore, it is seen that the relationship between proactive personality and task performance is partially mediated by increasing challenging job demands. In other words, proactive personality has both direct and indirect effects on task performance.

5. Discussion

The current research investigated how job crafting mediates the link between proactive personality and task performance, employing the Job Demands and Resources model by Schaufeli and Bakker (2004:294) as a theoretical framework. The hypotheses of the study were tested by path analysis. The results of the study indicated that the positive impact of proactive personality on task performance is partially mediated by two sub-dimensions of job crafting, namely increasing challenging job demands and increasing structural job resources. In other words, proactive individuals tend to engage in job crafting behaviors that increase their job demands and job resources, which subsequently contribute to their enhanced task performance. However, it is important to note that the effect of increasing challenging job demands on task performance was found to be negative, suggesting that a certain level of job demands may lead to decreased task performance.

The association between proactive personality and task performance was shown to be somewhat mediated by an increase in structural job resources after the study examined the first model. The mediation effect, though, was only partially present. There was no evidence of a mediation link in the second or third models, which looked at the issues of decreasing hindering job demands and increasing social job resources, respectively. Conversely, the fourth model discovered that the association between proactive personality and task performance was somewhat mediated by the component of increasing challenging work demands.

According to the results of this study, individuals with proactive personality traits tend to modify their jobs based on their interests, skills, and needs. This job crafting, in turn, enhances their job resources and leads to increased task performance. The study also found that the dimension of increasing challenging job demands partially mediates the relationship between proactive personality and task performance. Previous research has shown that individuals with proactive personality are more adept at identifying opportunities (Crant et al., 2017:194), which may explain their inclination towards seeking out more challenging work. However, it was found that such an increase in challenging job demands had a negative effect on self-assessed task

performance. This could be because the individual perceives that they are disrupting their current work by taking on more demanding tasks.

As a result of the statistical analyses conducted within the scope of the research, it was determined that proactive personality generally predicts job crafting positively. Namely, proactive personality positively affects the sub-dimensions of increasing structural job resources, decreasing hindering job demands and increasing challenging job demands. In other words, it shows that proactive individuals perform more job crafting than non-proactive individuals. However, no relationship was found between proactive personality and increasing social job resources sub-dimension. Although there are some studies in the literature on the relationship between proactive personality and job crafting, it is seen that there are few studies that examine the sub-dimensions of job crafting. It is revealed that there are similar results in the studies (Rudolph et al., 2017; Tims et al., 2012). Considering that individuals with proactive personality take more initiative, identify opportunities, and strive until they overcome obstacles compared to other individuals, it can be said that this relationship is in the expected direction (Bakker et al., 2012; Crant et al., 2017). This is also supported by the fact that employees with proactive personality are more successful in creating more desirable situations by being resourceful, changing their work environment according to their own wishes, and making use of opportunities. Studies have also found similar results to the findings of this study (Bakker et al., 2012; Rudolph et al., 2017; Tims et al., 2012). In addition, considering that people with low proactive personality are more passive and reactive to events, the findings of this study are not surprising. Considering the sub-dimension of increasing structural job resources, it has been stated that proactive individuals change more job characteristics (e.g., increasing skill diversity) and develop themselves more in their work environment (Crant et al., 2017). It can be argued that proactive individuals are more successful in identifying opportunities at work, are more open to change, and therefore individuals are more successful in increasing structural job resources. Another finding of this study is the positive relationship between proactive personality and reducing hindering job demands. Indeed, this finding is similar to other studies (Rudolph et al., 2017). Individuals with proactive personality may reduce some of the hindering job demands more because they prevent their personal development and prevent them from achieving their goals (Bakker et al., 2012). When considered in this framework, it seems logical that proactive individuals reduce the job demands that they think hinder them in their work environment compared to non-proactive individuals.

No significant relationship was found between proactive personality and the dimension of increasing social job resources of job crafting. However, Bakker et al. (2012) and Tims et al. (2012) found that these two variables are positively correlated with each other. It is somewhat surprising that this relationship is not significant. Proactive individuals may be expected to seek more support and feedback from their supervisors and colleagues. However, in the literature, no study was found in the eastern countries where the relationship was analyzed. However, it should be taken into consideration that Turkish culture is collectivist and power distance is high (Hofstede, 2011:54). As it is known in collectivist cultures, the needs and rights of individuals come after the needs of the group. For this reason, direct communication between individuals and openly discussing performance in general are frowned upon. Individuals are less likely to ask for feedback or support from their supervisors or colleagues compared to western cultures (Morrison, Chen, & Salgado, 2004:32). In addition, high power distance suggests that individuals may be hesitant to ask for feedback from their supervisors. In case the person asks for feedback from his/her supervisor or colleagues, he/she may not want to give the image that he/she is not successful in his/her work and may prefer to consult with indirect methods as stated in some studies (Tayfur, 2006). Another finding of this study is that the dimension of increasing challenging job demands of job crafting is performed more by individuals with proactive personality (Bakker et al., 2012: 38). It shows that individuals who increase their challenging job demands take on new tasks in accordance with their own interests. Although the new tasks cause more effort, it is seen that individuals respond positively. Research shows that it has a positive effect on work engagement (Petrou et al., 2012:1122; Tim et al., 2013:65). It can be thought that the reason for such a relationship is that proactive people are more open to improving themselves. To summarise, it was found that individuals with proactive personality increase their structural resources, decrease their hindering job demands and increase their challenging job demands.

When the relationship between job crafting and task performance was analyzed, a positive relationship was found between the dimensions of increasing job resources (increasing structural and social job resources),

while the relationship with reducing challenging job demands was found to be negative. No significant results were found between reducing hindering job demands and task performance. Regarding the dimensions of increasing job resources, it is seen that the results are in line with the previous results (Bakker et al., 2012; Demerouti, Bakker, & Gevers, 2015; Tims et al., 2015; Van Wingerden et al., 2017). It is suggested that the individual can perform better if he/she is more passionate and happy at work by changing the job according to his/her own preferences and skills. For example, the individual may increase structural job resources by using different skills or increase social job resources by getting support from colleagues. However, it should be kept in mind that since task performance was measured by self-assessment in the study, this may be more of an individual's self-perception rather than reality. When the relationship between task performance and the dimension of reducing hindering job demands of job crafting was analyzed, no relationship was found between them. When the literature is analyzed, it is seen that the relationship between reducing inhibitive job demands and task performance is generally negative, and in some studies, no relationship was found (Bakker et al., 2012; Petrou et al., 2015:471). As a matter of fact, in the studies conducted, it is seen that the methods of evaluation by others are used to measure task performance (Rudolph et al., 2017; Tims et al., 2012). However, in this study, task performance is measured by individuals' own evaluations. Although individuals reduce the tasks that they find hindering, they may think that they do not make any difference in fulfilling their tasks. As a matter of fact, it is stated in the literature that reducing job demands can be seen as an indicator of deficiency (Tims et al., 2012:174) or low motivation (Petrou et al., 2012:1122) in some cases. Such a relationship may be thought to exist due to the self-serving bias of individuals. Another finding of the study is that there is a negative relationship between the dimension of increasing challenging job demands of job crafting and task performance. A positive relationship was found in a limited number of studies in the literature (Bakker et al., 2012; Wang & Bakker, 2017). According to the relationship found in the study, individuals increase their job demands by taking various responsibilities that interest them, although these demands cause the individual to do more work, when individuals can overcome their job demands, they see this as personal gain and growth.

However, it is suggested that such a relationship may have been found because individuals think that they cannot fulfil their duties by increasing their demands for challenging work. In addition, individuals may have neglected their own duties by doing jobs that interest them. Indeed, Demerouti et al. (2015) found that employees who engage in job crafting by seeking challenging jobs exhibit more counterproductive work behaviours. The authors suggested that this may be due to the search for a balance between good behaviours and bad behaviours (Demerouti, Bakker, & Halbesleben, 2015:458; Klotz & Bolino, 2013:43). In addition, recent studies show that organisational citizenship behaviours can have negative effects on performance and can be used as a social shirking method (Bolino, Klotz, Turnley, & Harvey, 2013:43; Şeşen, Soran, & Caymaz, 2014:58). When considered in this framework, it suggests that individuals may have used increasing challenging job demands to shirk from their current jobs and this may have a negative effect on task performance.

6. Recommendations and Limitations

While interpreting the results, it is critical to consider and evaluate the research limitations in order to reduce or eliminate these limitations in future studies. In this study, information about business crafting and proactive personality was collected by using the questionnaire method. The reason for choosing this method is the idea that people can describe themselves best. However, it should be kept in mind that the fact that all variables subject to the research were collected from the same people in a common time period may cause the problem of "common method variance". For the evaluation of performance in future studies, it may be suggested to utilise objective criteria and/or other individuals' evaluations in addition to self-evaluations in which individuals evaluate all variables themselves (Jaramillo et al., 2005:706). In order to obtain more in-depth information about the subject, it can be used together with qualitative techniques such as interviews.

Similarly, measuring variables in a single time may cause the problem of "common method variance", so it may be recommended to prefer a longitudinal research design. It can be designed with long intervals such as six months, or as in some studies in the literature (Petrou et al., 2012:1121), these data can be collected on consecutive days. The lack of a sample selected on the basis of certain characteristics and the selection of the sample using convenience sampling limit the generalisability of the study. Conducting the sample in a specific occupational group and forming the demographic structure of the study by considering the demographic criteria of the profession will increase the generalisability of the study. In addition, it is recommended that

future studies be conducted in a wider geographical area and on specific subgroups. In addition, it can be said that another limitation is that only correlations are mentioned due to the design of the study and there is no causality relationship between the variables. In order to talk about causality, the relationship should be observed in the experimental environment and data should be collected accordingly. For this reason, it is recommended that future studies should fulfil the necessary principles for the experiment and determine the cause and effect relationship.

Finally, the study can be conducted by including other variables. To illustrate, the existing literature extensively investigates the correlation between job crafting and work engagement, which was not explored in this particular study. Moreover, in some studies, it is seen that job crafting is analyzed collectively and individually (Leana et al., 2009:1170). It is thought that researchers who will work on the subject in the future may contribute to the literature by conducting studies including the variables listed above.

In addition to the positive outcomes of proactive personality found in our study, there are many studies showing that proactive personality is positive for other organisations such as job involvement, job satisfaction, and self-efficacy (Crant et al., 2017:194). When the findings are analyzed, it is seen that individuals with proactive personality perform more job crafting than others, especially increasing their structural resources and challenging job demands. Human resources managers may consider this factor as a crucial criterion not only for recruitment but also for other important decisions such as promotions. Such a practice should be applied especially in jobs where proactive personality is important. As stated by Fuller et al. (2010:36), proactive individuals should be given jobs where they can have considerable freedom, where their personality maximises the benefits of their work, and where they can choose how to do their work.

In a effort to increase job crafting in organisations, it is possible to encourage it by organising various trainings. In the literature, it is seen that there have been some previous attempts to increase job crafting (Lu et al., 2014: 143; Van Wingerden et al., 2017:52). It is asserted that some of these initiatives do not create a significant difference. However, recent studies have found that these initiatives have developed and yielded successful results (Gordon et al., 2018:99; Van Wingerden et al., 2017:53). For this reason, it is recommended that organisations increase job crafting by participating in such initiatives. Initiatives aimed at increasing business crafting consist of organising meetings, explaining business crafting strategies (such as increasing crafting job demands) and sharing cautionary tales. Lastly, individuals can also create a business crafting plan for themselves. In the meetings held afterwards, it is foreseen to discuss whether these plans have been realised and to share experiences among employees (Gordon et al., 2018:99). Similar to the initiative described, it is thought that organising events regularly and distributing questionnaires to identify job resources and demands in order to identify participants can significantly increase job crafting.

In addition, necessary studies should be carried out for organisations to have an organisational culture that encourages employees to be resourceful. Thus, it should be ensured that individuals feel free to express their wishes and have autonomy. A work culture that enables employees to ask for the necessary support from managers, an environment where they have the flexibility to change, reduce or increase the work done in various ways, and thus an environment where they can perform job crafting should be created. This is an important step towards increasing job crafting, especially in a collectivist and power distant culture like Türkiye.

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