

**Personality Traits and Job Performance; Investigating the Role of
Job Crafting and Work Engagement.**

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Personality Traits and Job Performance; Investigating the Role of Job Crafting and Work Engagement.

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Candidate of **Master of Philosophy** at the National University of Modern Languages do hereby declare that the thesis Personality Traits and Job Performance; Investigating the Role of Job Crafting and Work Engagement submitted by me in partial fulfillment of MPhil degree, is my original work, and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

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ABSTRACT

Title: Personality Traits and Job Performance; Investigating the Role of Job Crafting and Work Engagement.

Personality traits play a significant role in shaping individuals' behavior throughout their lives, particularly in the workplace. These traits can greatly influence employees' performance and their strengths on the job. This study focuses on two key personality traits: Neuroticism and Conscientiousness, as they have a profound impact on job performance. Neuroticism is typically associated with emotional instability and erratic behavior, while Conscientiousness is considered a positive trait, often linked to reliable, goal-oriented behavior. Work engagement refers to an employee's dedication and enthusiasm toward their tasks, while Job Crafting involves actions taken by employees to modify and reduce the complexity of their work environment. The study aimed to predict the mediating role of Work Engagement and Job Crafting among working employee working in public and private sector. Sample was selected through simple random convenient probability sampling. The sample comprised of 300 employees from higher educational sector. A cross-sectional study design was used to study the relationship among variable. The data was collected through self-report measures i-e., Big five Inventory-10 items by Rammstedt and John, (2007). Utrecht Work Engagement Scale with 9-items by Schaufeli et al. (2002). The Job Crafting scale with 15 items by Slemp & Vella-Brodrick (2013), Individual Work performance Questionnaire with 13 items by Koopmans (2014). The result shown that Job Crafting and Work Engagement positively mediate the relationship between Conscientiousness and jobl performance whereas negatively mediate the relationship between neuroticism and job performance. The findings conclude that Job Crafting and Work Engagement are significant partial mediators in the relationship between Personality traits and Job Performance.

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INTRODUCTION

Most people's lives revolve heavily around their work, which is one of the factors that goes into leading a happy and healthy life. The experiences and knowledge we acquire at work may have an effect on our well-being in addition to fostering human development and elevating our sense of competence, confidence, self-efficacy, and social support (Luciano et al., 2019). Thus, identifying and facilitating opportunities for individuals to improve their job experience can also contribute to better well-being.

Psychologists have spent decades studying personality in great detail since it is a multifaceted and intricate notion. Although much remains to be discovered about personality, new studies have illuminated a number of important facets of this concept. The stability of personality across time has been the subject of some recent research. Although personality qualities are often thought to be fairly constant throughout life, new research suggests that some traits may be more flexible than previously believed (Allen & Leary, 2019). For instance, over the course of a 12-week period, participants in a mindfulness training program demonstrated significantly higher levels of the trait of openness to experience, according to a study published in the *Social psychology and personality theories Journal* (Allen & Leary, 2019). This implies that some personality traits might be more malleable than previously thought.

According to a number of studies, employees perform better in demanding and creative work environments because they are more likely to engage in their work and perform better output (Demerouti, 2018). This suggests that employers ought to provide their staff with enough employment resources, such as skill diversity, social support, and feedback. According to some researches, Apart from higher authority influence on work obligations and finances, managers may also impact employee satisfaction and productivity. (Harter V et al., 2012; Piccolo & Colquitt, 2016; Nielsen et al., 2017). Nonetheless, it could be just as crucial for staff members to mobilize and craft their own resources and problems at work because Supervisors might not always be accessible for constant guidance and support so it would be more feasible to set the priorities accordingly. In these circumstances, it might be especially crucial for staff members to take initiative and improve their own workspace (Mackay et al., Citation2016).

Our daily lives are shaped by our personalities, which have an impact on people's job decisions (Dobre, 2018), identifying methods (Hkstra, 1999), stages of engagement (Wods &

Sfat, 2013), social skills (De Janasz et al; 2002). It was recently agreed upon by Oldehm and Fried, (2018), A worker's reaction to outside stimuli is influenced by personality traits that develop throughout his professional life.. According to additional personality studies, a person's personality can influence their attitudes towards their jobs, their degree of experience and suitability for the position, and most importantly how well they perform well at job (Barrick & Mount, 1991; Mount et.al; 1998).

Important information about the relationship between personality and performance has been gleaned from earlier research. For instance, meta-analytic results show that agreeableness and extraversion—two personality qualities that are crucial for effective work performance in high-social-interaction jobs like sales (Barrick & Mount, 1991).

When qualities, attributes and actions are assembled together in order to modify person's ideas, emotions, and thinking is refer as personality. It includes a range of factors that affect how someone interacts with people and views the world, including social skills, temperament, attitudes, values, beliefs, and motives. (MacKillop & Chen, 2018). A complex interplay of genetic, environmental, and cultural elements shapes an individual's personality. Character development is greatly influenced by experiences and upbringing, even though some traits of personality are inherited from one's parents. Cultural standards, socialisation, and early experiences can all influence how personality traits emerge. (J. MacKillop & C.-H. Chen, 2018)

The influence of genetics on personality has been the subject of additional recent studies. Although it is commonly known that environmental and genetic variables both affect personality, some of the research has revealed particular genetic markers linked to particular personality traits. For instance, a study that was published in Nature Genetics discovered that high neurotic personality traits are more prone to emotional outbursts in stressful environments as compared to other traits such as openness, extraversion, conscientiousness and agreeableness (Luciano et al., 2012). The focus of this investigation is on how a person's or an employee's environment can alter the way they act.

Individual variations in work performance have been explained by the big five personality traits model, taxonomy of personality (Barrick & Mount, 1991; Rothman &

intuitions, resilience and involvement. The negative traits such as Neuroticism are less resilient (Spector et al., 2000), whereas the positive traits (Agreeableness, Conscientiousness, Extraversion) are more resilient, friendly and have a tendency to cope up with the work-stress (Sepahvand, 2021; Tierney and Farmer,2011).

The emphasis on the manipulation of environmental conditions that either lower or increases the employee output has been major concern of the research. The current study will emphasis on personality traits and their tolerance level on enduring the stress given by workplace to the employee. Extraversion personality traits are more consistent with the workplace stress and satisfaction due to their energized ad enthusiastic nature (Judge et al., 2002). However, due to their inconsistent behavior, neurotics are less consistent with occupational stress and satisfaction. (Spector et al., 2000). But there is also other side which shows when the meaningful work elevated the curiosity of employee and the traits take backseat because work involvement lessens the injurious effects of neuroticism on job performance (John at all, 2017).

The importance of personality in predicting significant life outcomes, such professional success and marital satisfaction, has also been studied recently. According to a study that was published in the Journal of Applied Psychology has shown that people who score high on conscientiousness had a higher chance of succeeding in their careers than people with low conscientiousness (Judge & Bono, 2001). In a similar way, another study indicated that people score low on neuroticism trait and high on agreeableness trait reported higher levels of job satisfaction (Botwin et al., 1997). These results imply that a person's personality influences significant life outcomes.

The thought patterns, ideas, and measures that set one person distinct from the other are recognized as personality traits. Personality traits can be categorized in a variety of ways, but one popular model is the Big Five personality traits, usually referred to as the Five Factor Model. (McCrae & Costa, 2003)

Willingness to new things. This trait shows how flexible and thought provoking an individual is towards new perspectives, viewpoints, and experiences. Individuals with low thoughtful tendencies are more traditional, conventional, and pragmatic, whereas individuals with thoughtful tendencies are more creative, inventive, and intellectually curious (Czarnota et al., 2020).

Conscientiousness. This trait shows how well-organized, accountable, and dependable a

person is. Individuals with high conscientiousness tend to be goal-oriented, dependable, and hardworking, whereas individuals with low conscientiousness scores may be more impulsive, carefree, and spontaneous (DeYoung et al., 2007).

Extraversion. This trait shows how gregarious, self-assured, and extroverted a person is. Extraverted individuals are typically outgoing, gregarious, and enthusiastic, whereas introverted individuals tend to be more reserved, quiet, and introspective (Seibert & Kraimer, 2001).

Consistency. This trait shows how empathetic, cooperative, and compassionate a person is. Individuals with high agreeableness tend to be gregarious, nurturing, and compassionate, whereas individuals with low agreeableness may be more critical, skeptical, and competitive. (DeYoung et al., 2007)

Neuroticism. The traits refer to the uncertainty and continuity in person's doing and nature. It reflects the individual constant insecurity about task and work. (Eysenck, 1975; Hirschfeld et al, 1983)

Personality traits are important when selecting a career and maintaining a work ethic. Each occupation has different demands based on a characteristic. Certain characteristics, such as agreeableness (more empathy and compassion), should be chosen for social or medical services. Thus, the characteristics only affect financial situations and employment outcome. The study focuses on personality traits and its effect on mental capacity during decision-making. Both the Occupational stress and personality traits have a strong relationship which has been well addressed before. Personality traits have an indirect impact on one's educational career (Jensen, 2010; Arcidiacono et al., 2012).

Gender roles are also influenced by personality traits and work output; women who exhibit agreeableness traits are more likely to perform constructively if they are given such professional environment, while men do the opposite (Coenen et al., 2021).

Extraverts are gregarious, invigorated and happy souls (McCrae & Costa, 1997). People with agreeableness trait tend to be cooperative, compassionate, emotionally supportive, trustworthy, and good-natured (Kajonius & Carlander, 2017; Maczulskij & Viinikainen, 2018; Uysal & Pohlmeier, 2011). The inclination to be on time, diligent, well-organized, cautious, and thorough is traits of conscientiousness (Colbert et al., 2004). Those who have Low emotional stability, also known as neuroticism, are the propensity to feel bad and act out in ways that are consistent with those feelings (McCrae & Costa, 2008). Highly neurotic people frequently

exhibit poor emotional adjustment techniques and inefficient coping mechanisms because they are impulsive, tense, worried, and susceptible (Ones & Viswesvaran, 2001; Judge & Ilies, 2002; McCrae & Costa, 1997). Lastly, the quality of being extremely inventive, open-minded, prone to the arts and crafts, and cultured is known as willingness to new ideas, the people with this trait are intellectual, cultured, and creative (Digman, 1990). These people have an elevated level of imaginations, curiosity to explore new things, and exhibit peculiar ways of thinking (McCrae & Costa, 2008).

Evidently, personality traits are an important assessment tool for any employer while recruiting, selecting or analyzing the employee working within an organization. It is primarily important

for organizational growth or decision-making processes (Church et al., 2015). A person's personality is a timeless quality that depends on the circumstances. The psychological mechanisms that give rise to distinct thoughts, behaviors, and emotions are contained in personality traits (Wang et al., 2015).

Broadly speaking, personality traits are those attributes that are predictive of an individual's behavior. Researchers found that extraversion, agreeableness, conscientiousness, openness, and neuroticism are the most prevalent personality traits. The Five-Factor Model (FFM) of personality comprises five basic personality qualities, including neuroticism (Roberts et al., 2004; Aloe & Thompson, 2013; Aloe, 2014). It is typified by a propensity to feel bad, including guilt, worry, despair, and self-doubt. High insensitivity leads to impulsivity, self-consciousness, and people may experience emotional instability as well. Individuals who score highly on positive traits such as Conscientiousness, agreeableness, Openness and extraversion usually display behaviors, including relaxed mood, empathetic, nurtured and capable of handling stress easily (Roccas et al., 2002). Additionally, the neurotic people frequently have a pessimistic view on life, emphasizing the possible drawbacks of situations rather than their advantages.

Personality traits can interact positively or negatively for a variety of reasons, including inherited and environmental ones. Research findings indicate that personality traits may also be influenced by genetic makeup, or that gene mutations may contribute to elevated levels of neuroticism and decreased levels of other positive traits. In addition, personality traits may emerge as a result of environmental variables such as trauma, early experiences, and ongoing stress (Cavicchioli et al., 2020; Enoch, 2011). Numerous detrimental effects, including poor mental

health, a reduced quality of life, and a drop in job satisfaction, have been connected to neuroticism. Elevated neuroticism has also been linked to a higher chance of anxiety and mood disorders including depression (APA, 2013).

Research published in a journal revealed that individuals with high levels of positive traits—such as extraversion, agreeableness, and openness—might not perform well in artistic endeavors, but individuals with high levels of negative traits, like neuroticism, reported higher levels of satisfaction and improved performance when they are involved in artistic activities. High neuroticism personalities may be more self-conscious and emotionally attuned, which can be advantageous in specific contexts like therapy or artistic pursuits (Stanisław & Głaz, 2022).

Personality traits have a major effect on work performance among other variables such as job crafting, work engagement. An individual's leaning to feel unfavorable emotions like worry, anxiety, and insecurity are more susceptible to neurotic personality. People with strong neuroticism tend to be less resilient and have difficulty with stress (Judge & Ilies, 2002). An individual's level of anxiety, moodiness, and emotional instability is reflected in this attribute. Individuals with high Agreeableness and low neuroticism tend to be more emotionally stable, at ease, and tranquil, whereas individuals with low agreeableness and high neuroticism tend to be more prone to anxiety, tension, and unpleasant emotions. (Judge et al., 2002). The latest study has also revealed that individual with poor emotional and social control (Neuroticism) often show adverse reactions to stress, unfriendly attitude towards employee. The performance will also be diminished (Therasa & Vijayabanu, 2015), implies negative correlation with work output, career success.

When unpleasant events occurred in their existing occupations, some personality traits (Neuroticism) show resistance from work complexity, at the same time, there are traits which can endure or withhold the stress calmly (Chirumbolo, 2015). Therefore, pessimistic trait show disgust for uncertain environmental stress due to lack of social competence, commitment, trust and initiative (Nascimento, 2016). Certain studies might suggest that job performance serves as an indicator for evaluating performance; however, performance is a continuous and discrete phenomenon that is shaped by organisational culture and the evolving professional attitudes of employees (Ferreira, 2016; Suan, & Kaliappen, 2019).

Due of their opposite characteristics, the extraversion and neuroticism traits are regarded as polar traits according to the earlier personality antecedents. Negative emotions like

depression, pessimism, and low self-esteem are linked to neuroticism, whereas positive emotions like self-worth are linked to the extraverted trait (Bethany & Juby 2022). In other study, it is also evident that due to the poor interpersonal relationship or unhealthy attachment at workplace is one of the leading factors that reduce the productivity of employee (Jalagat, 2017). This implies that poor relational crafting decrease the task as well as contextual performance.

The employee capability of analyzing, and solving the problem defines how fit-in he is for the position. Their low job fulfillment is one of major reason the reason behind employee poor exhibitions (Yakasai & Jan, 2015).

As the person's competency grew, they would become more proficient at their work and move closer to realizing the organization's objectives and strategy. (Jalagat, 2017). The idea of an employee's performance on the job is not new. Today, the most important component in each business is the work performance of its employees, and this is changing quickly. Job performance has become crucial in the workplace due to incompetent administrative culture. However, personality traits serve as a foundation for company's higher authority as they have an indirect impact on employees' performance within the company (Ruimei et al., 2015). Over the past few decades, organizations have faced a growing challenge in dealing with personality traits that negatively affect job performance.

The competitive nature of the labor market has exhibit personality traits except extraversion, openness, conscientiousness, agreeableness) dangerous for everyone's health at work, potentially affecting productivity (Widiger, 2017). Depending on the specifics of their jobs, employees' personalities can also have various effects. Some traits are less prone to occupational stress but on the other hand some are more prone to occupational stress. In the end, traits affect an individual's life in all aspects. (Ling & Bhatti, 2014). Due to an excessive amount of work stress, and other circumstances, it might be challenging for employees to maintain healthy relationships with fellow employers, cliques, and superiors. These elements include vague job descriptions, little opportunity for advancement, impossibly tight deadlines, and time restraints on the job. The occupational stress also lowers the productivity of employee (Ibraheem & Zuhairi, 2023).

Performance is influenced by many factors such as task, task overload, and ambiguous role. This entire factor can affect the personality trait at work along with the functioning of employee at work (Martínez & Matute, 2019). This implies that external constraints such as lack

of knowledge, long hours schedule, ambiguous role and task, reduce the job crafting and leads to decrease the performance (Jeanne, 2021)

The word "job performance" is wide and has multiple dimensions. The idea of job performance encompasses the actions that workers take, as well as whether those actions are viewed as beneficial or detrimental by the organization (Peeters et al., 2014).

In their analysis of job performance, job performance has been categorized into three categories: task performance, counterproductive performance, and contextual performance. Acts and behaviors that go above and beyond the organization's objectives are considered to be examples of contextual performance. One common example of contextual performance is making contributions to the social and psychological climate of the workplace. An employee's self-initiated acts that compromise the organizations or its members' well-being are considered counterproductive performance (Chen et al., 2019). According to task performance is defined as behavior that helps with the creation of a good or the rendering of a service (Rotundo & Sackett, 2003). Furthermore, task performance refers to activities and behavior that are obligatory in nature (Ahmed et al., 2019).

One of the key factors in a workplace is job performance, which sets the standard for a worker's advancement or recognition with an award (Mahapatro, 2010). Performance is not the same as efficiency and production (Campbell et al., 1990). While productivity is the relationship between success and the cost of achieving the product, such as the ratio of hours worked to products made, efficiency is all about evaluating the results of the performance, such as the value of sales made (Sonnetag, Volmer & Spychala, 2008). Within the organizational context, there are two separate features that have a impact on the output and success of organization and these two aspects as task and contextual performance (Griffin et al., 2000). Task performance refers to behaviors related to the official job, whereas contextual performance refers to actions that go above and beyond what is required of the employee, such as voluntary overtime or helping others (Torrente et al., 2012). Job performance is a term that describes the behaviors or actions people take at work that support the organization's overall operation (Campbell & Wiernik, 2015). According to Rothman and Coetzer (2003), an employee's job success is determined by how well they take initiative, solve difficulties at work, and carry out their obligations with efficiency. Longitudinal researches have shown that Job performance is a multidimensional construct made up of two distinct behavioral groups, Task achievement and

context-specific performance, each of which adds to aggregate job performance on its own (Borman & Motowidlo, 1997; Koopmans et al., 2011; Motowidlo & Van Scotter, 1993; Rotundo & Sackett, 2002).

Another longitudinal study suggested that organization stress upon two major factors that help the employer and employee to attain the task. (Huo & Boxall, 2017) First factor is the work place compulsory requirements that employee has to fulfilled. It involves task complexity, interpersonal relationships or uncertainty in meaning of the job. The second factor is the assets of the job given to employee to enhance his optimal functioning such as learning opportunities, freedom of speech, mentorship or healthy occupational relationships. (Schaufeli, 2017).

Job performance is the action that an employee must take in order to successfully finish the task assigned (Rammstedt and John, 2007). A study claimed that performance standards and concepts are also adaptable to the continuous organizational changes. Employee job performance has the most crucial role in the organization's ability to achieve organizational performance. Otherwise, job performance matters for both work and administrative purposes (Seddigh, 2015) because it's more like individual self-efforts in order to upgrade the performance.

To remain competitive in the rapidly evolving global economy and workplace, organization performance and employee performance are critical (Ling & Bhatti, 2014). As a result, it is critical that all organizations examine the elements that influence job performance such as skills, training programs, opportunities; continuous positive feedback etc. are the most important parameters, which are intimately related to an individual's performance (wahk & Park, 2016; Ahmed et al., 2019). Moreover, the individual performance can be categorized into; task performance that refers to the obligatory duties and responsibilities that has to be fulfilled with efficacy and zest (Koopmans et al., 2014). Contextual performance is the duties and obligations which are beyond expectation of employer. It's a voluntary doings of employee to enhance the organizational productivity (Boer et al., 2015). Counterproductive work behaviors are the acts which destroy the company's reputation. It's a negative attitude of an employee towards the organization (Robbins & Judge, 2017). The company offers its employees a variety of incentives to encourage them to increase their task and contextual performance in order to achieve high level of job performance. These incentives include pay increases, bonuses, certifications for outstanding work, and vacation time (Altintas, Guerreiro, Piletsky, & Tothill, 2015).

Workers are the most valuable assets of any organization. The way that workers feel

about their jobs and how they are treated in turn affects the stability and effectiveness of the company. If workers are content and happy with their employment, they will be more motivated and excited to complete the task and meet organizational goals (Lin et al., 2020). Therefore, the organization needs to know more about its people than just the job requirements in order to meet the challenges of the global market and accomplish its goals. This could ultimately result in greater performance. Employee performance is one aspect of the workplace that matters among all other aspects and conditions (Altintas et al., 2015).

According to Smith, Patmos, and Pitts (2018), an employee's goal of doing a better job could lessen stress in the workplace. This is due to the fact that an unhappy employee will have a lower motivation to work well, which may cause the negative drives to continue to rise. According to Altangerel et al. (2015), negative personality traits (Neuroticism) are persistent problems that the majority of organizations' encounter and have a detrimental impact on both the organization and its workers. Traits have a detrimental impact on mental wellness. An unfavorable work environment lowers employee performance. In contrast, Zhao and Ghiselli (2016) found that positive personality traits such as Extraversion, Openness,

Conscientiousness, and agreeableness increase the productivity of employee and likewise negative traits will have an effect on workers' ability to do their jobs. It is obvious that traits can either lower or upgrade an organization's performance.

Without a doubt, job performance is each employee's objective, and it is each person's responsibility to accomplish it within the allotted time and resource limits. Employee unhappiness might intensify some behaviors and reduce productivity. When discussing features, Jalagat (2017) claims that the emphasis is primarily on the outcomes and ramifications. As a result, personality traits greatly influence how well an organization member performs and engages in activities. According to Pathway and Rashid (2016), top management's cost-cutting tactics have a shrinking effect on employee performance. This is because of contextual complexity which becomes difficult for employee to overcome such as downsizing, no upgrading the position, long working hours etc. As a result of these factors, those personality traits high on Conscientiousness, managed to stay on the team due to their better crafting ability while less resilient traits (low conscientiousness) felt unsatisfied, and was unable to carry out their responsibilities effectively (pathway & Rashid,2016).

An employee capacity to meet the goals, aims and organizational standards refers to

employee job performance (Mathis & Jackson, 2011). The study also put importance on employee wellbeing and tolerance to endure the strain within occupational workplace. Employee performance is not solely dependent on his or her own perception and level of engagement (Roy et al., 2019), higher authority also plays a crucial role in generating better results. Constant feedback and positive reinforcement are two examples of performance-enhancing factors (Brown, 2018). Employers' efforts to acknowledge employees' abilities and talents through feedback can have a significant impact on employee as well as organizational performance (Bratton & Gold, 2019). Thus it implies that managerial authority influence the task performance, contextual performance and counterproductive behavior of employee.

An employee's approach to finishing a task depends on several variables, including his work crafting, degree of engagement, and personality traits. An employee's ability to complete tasks assigned to him increases with both positive personality traits and elevated commitment levels (Hau et al., 2013). Conversely, work engagement is a favorable psychological state marked by a great deal of vigor, excitement, and commitment to one's job. Highly engaged workers typically exhibit higher levels of productivity, creativity, and dedication to their jobs (Schaufeli & Bakker, 2004).

The psychological state of job engagement is defined by a high degree of vigor, absorption, and commitment to one's work (Schaufeli & Bakker, 2004). Researchers and practitioners have been focusing more on job engagement in the past several years as a critical component of improving work performance and well-being of employee.

Recent studies have focused on the preconditions of work engagement. For instance, a study that was published demonstrated a favorable correlation between work engagement and social support from supervisors and coworkers (Halbesleben & Buckley, 2017). Similarly, a study published shown a favorable relationship between work engagement and employment resources such as autonomy and social support (Bakker & Demerouti, 2017). These findings suggest that in a supportive environment where employees have resources and autonomy, work engagement is likely to grow.

Research in a different discipline has examined the impacts of occupational involvement. For example, in a study published in the *Journal of Occupational Health Psychology*, it was discovered that both the work engagement and employee output has positive correlation whereas, negatively correlated with plans to leave. Similarly, a study that appeared in the *Journal of*

Business and Psychology indicated a favorable correlation between work engagement and job performance (Christian et al., 2011). These findings indicate that work engagement is advantageous to both employers and employees and other factor that is Individual differences may play a major role in determining one's level of occupational involvement. Multiple researches have shown that gender difference, personality traits have an effect on work engagement among educational sector.

It is evident that compared to other sectors, the education sector faces higher levels of stress. (Galanakis et al., 2020). Furthermore the job constraints (Skaalvik & Skaalvik 2015) like long work hours, tight deadlines, and heavy workloads are major contributors to decreased job performance. High levels of work engagement and proactive personality traits like conscientiousness, agreeableness, extraversion, and openness improve an individual's commitment to their work (Straud et al., 2015). Possessing a proactive personality and along with elevated cognitive crafting at work will enable the employee to apply their stress-reduction strategies to produce better output (Stamatelopoulou et al. 2018).

In a digital technology service, the capability of acquiring, analyzing, executing and promoting knowledge accurately through digital platform is job performance (Wang et al., 2020; Lepore et al., 2021). It shows that how much the individual is self-assertive and compatible while decision making and confronting the errors occur in software.

The alignment among job description and its execution is task performances (Chen et al., 2019), as the performance varies from organization to organizations. Contextual performance in digital service refers to what extend an employee utilizing skills, competency, expertise and hard work to excel in task accomplishment (Kwahk and Park, 2016; Ahmed et al., 2019).

As a result, enterprises no longer encourage enhancing output through a top-down approach to satisfy the requirements of every employee. Rather, they would favor a bottom-up strategy to improve professional growth, job inspiration, and organizational output. (Demerouti, 2014).

The workforce is diversifying in terms of demographics (Ployhart, 2006), professions (Strauss, Gryphon, & Parker, 2012), and motivating needs (Strauss et al., 2012; Tims & Bakker, 2010).

Similarly, work engagement and personality traits are crucial for an employee's professional development and for achieving goals that bring them joy as opposed to merely

finishing a task. The proactive traits (Extraversion, Agreeableness, Openness, Conscientiousness) along with high level of engagement are more prone to cope up with the job constraints. Reduced job demands and time constraints will also encourage employee commitment and dedication (Einarsen et al., 2018).

Job crafting is an employee-initiated methods that enables workers to customize their work environment to meet their own needs by altering current employment expectations and resources (Tims & Bakker, 2010). Job resources act as a supplement that strengthen employee motivation and energy, reduces insecurity, and minimizes the impact of job demands e.g feedback, support. Job demands are those mandatory requirements that lower employee energy, motivation, and enthusiasm (Bakker & Demerouti, 2007). Adequate workplace demands and resources are necessary for organizational success rate (Bakker et al., 2010). The act of an individual taking the initiative to modify the degree of demands and resources, to increase the significance, appeal, and satisfaction of one's work is associated with job crafting (Peeters et al., 2014). For higher productivity, striking a balance between employee demands and resources ought to be required. Extremes in any aspect cause an organization to become dysfunctional (Bakker & Demerouti, 2007), job designing strategies can help employees create a productive professional environment. It seems that job designing improves worker happiness and productivity in some ways (Tims et al., 2012; Bakker et al., 2013). While some researches (Gordon et al., 2018; Van et al., 2015) suggests that job crafting can enhance well-being, personal resources, and adaptive performance, it is unclear whether work crafting can improve task performance and career happiness at the same time. The study has also revealed that positively personality traits with task and contextual crafting lead to more job satisfaction and better performance whereas, the negative traits such as Neuroticism are poor at handling their own jobs due to instability in their behavior (August & Waltman, 2004; Strauss et al., 2012).

By foreseeing possibilities and issues, individual can proactively take control of their destiny. They won't follow instructions blindly or take action only when something goes wrong. Proactive conduct is focused on bringing about change at one's workplace and/or in oneself, with the goal of creating a different future (Bindl & Strauss, 2010). Job crafting is one type of proactive work behavior that employee execute to bring about changes in roles, responsibilities, and work performance are the subject of proactive viewpoints (Frese & Fay, 2001). The proactive traits often take crafting measures such that employees can take to modify the physical,

cognitive, and relational bounds of their work in order to schedule individualized adjustments with their manager or supervisor include job crafting behavior, role adjustment, and unique deals (Grant & Parker, 2009).

The crafting is not confined to redesigning of restricting the mental construct but it's an technology driven drive of employee which makes the employee unique and distinct among other. It's an ability to sort out the solutions in a technical way (Wong et al., 2021; Schwartz, 2018; Mousa et al., 2022). Employees reevaluate the social context and goal of the workplace and adapt professional relationships. It is more associated with a greater sense of meaning at work and leads to productive output (Wrzesniewski & Dutton, (2001)

A procedural learning that follows the steps through which an employee attain goal through reconciliation of tasks complexity, interpersonal conflicts, or a mental complexity within a workplace. When employees figure-out every domain of complexity within work environment he'll be able to perform well and achieve wellbeing (Liet al., 2020). The study also stated the positively correlated with Extraversion, Openness, agreeableness and conscientiousness, as it give the meaning to the employee about work environment clearly; it escalated the attributes like dealing, manipulating and redesigning (Romeo et al., 2019)

Proactive employees will engage more in job crafting activities in order to modify the task constraints through task crafting, conflicts devolvement through relational crafting. Conversely negative traits (Neuroticism) are more likely to show counterproductive behavior due to their pessimistic trait. Whereas, proactive traits leads to better task and contextual performance due to mediation of job crafting (Slemp & Vela-Brodrick, 2013; Wrzesniewski & Dutton, 2001). The mediating variable also has an substantial impact on employee performance and well-being, which is why it is crucial for organizations to understand the factors that drive or predict this behavior (Gordon et al., 2015; Tims et al., 2015).

Prior researches clarify the individual differences in personality traits and its effect on job performance but the study shows the indirect effect of job crafting between personality traits and job performance (Oldham & Fried, 2016; Vogt et al., 2016; Wrzesniewski & Dutton, 2001). Employees may re-design their duties, professional relationships, and intellectual abilities in order to enhance professional growth, self-image, and a sense of connection with others (Wrzesniewski & Dutton, 2001). As such, it is expected that the conceptualization of the task, relational, and cognitive constructs strongly aligns with personality.

According to Tims, Bakker, and Derks (2012), job crafting can be differentiated by four criteria. The two types of resource-seeking activities include increasing structural job resources like autonomy, variety and social job resources like coaching and feedback. Taking on new tasks is one way to demonstrate (3) raising the bar for job demands and (4) lowering the bar for job expectations, such as lowering the frequency of emotional interactions (Tims, Bakker & Derks, 2012). According to Parker and Ohly (2008), the process through which employee can mold their jobs, responsibilities, negotiating job needs, and finding meaning in their work is refer as work engagement (Wrzesniewski and Dutton, 2001). It implies that it is a psychological and somatic modification people make to their tasks or interpersonal boundaries. Changes in the type, extent, or quantity of job activities or connections at work are related to bodily changes, whereas cognitive changes are related to changing one's perspective on the work (Berg et al., 2010).

Certain recent studies suggest that job crafting may take place in different settings. For example, Lyons (2008) found that the salespeople in his study improved their abilities voluntarily. Additionally, Petrou et al.'s showed that employees actively sought out obstacles when they wanted to do more work and, when needed, asked for social support and criticism (Tims et al., 2012). Thus, adjustments that employees might make to job specifications and available workspace (Bakker & Demerouti, 2008). It involves redefining the job to take into consideration an employee's goals, abilities, and passions, has the potential to be a potent instrument for reviving and rethinking the workplace (Wrzesniewski, Berg & Dutton, 2010). Task crafting, as defined by Berg, Dutton, and Wrzesniewski (2013), is essentially job design that allows employees to take control of their work by increasing task performance and decreasing the counterproductive behavior. It shows significant relationship between task crafting and organizational growth (Tims et al., 2012; Wrzesniewski et al., 2013). Within the organization, task performance acts as a barometer for employee retention and advancement (Batt & Colvin, 2011). An intervention based studies focus on the interventions to enhance each employee's capacity to create a work environment (Gordon et al., 2018; Van et al., 2015), that strikes a balance between their needs for tasks, careers, motivation, demands of their positions and the resources needed to support those needs (Kolb & Kolb, 2012). The theory emphasis on continuous struggle and hard work of employee for long term better results and output (Bartle, 2015).

The current study examines the effect of big five personality traits on job crafting and

work engagement which ultimately effect job performance (task, contextual, counterproductive behavior). The study aims to contribute to the body of information that how self-initiative behaviors can enhances employees' task performance, work engagement, and career productivity. This would suggest that workers can get training in individual job (re)design, or job crafting, which will help them to become more engaged, more productive, and more content with their professions.

Literature review

A comprehensive review of literature implies that there is a significant correlation between job-related resources and elevated engagement levels. The most extensively researched personal resources are personality traits that influence the job crafting, and job performance. These factors have gained significance in the study of employee personality and performance and there are other variables that are closely linked to productivity in the work environment, such as engagement and job satisfaction in the organizational context. In this regard, a number of researchers have found that job crafting and Positive Personality traits are positively correlated. Likewise work engagement and positive personality traits are positively correlated (Bakker et al. 2014; Bakker & Demerouti 2017).

A meta-analysis showed that job performance and personality traits are validated in national, social, and cultural contexts. Numerous studies have shown that personality traits can accurately predict an individual's performance at work. Because of their quiet and peaceful nature, pro-social traits like extraversion and agreeableness are more likely to perform better in collectivist organizational settings, while those with higher conscientiousness are more likely to produce better results in individualistic cultures, because of their quiet and calm nature (Bartram, 2013; Kostal et al., 2014 ; Möttus et al., 2012; Terracciano et al., 2005). Findings from a meta-analysis comprising five East Asian countries and Europe indicate that South

Africa's occupational culture is more inclined towards altruism, generosity, and kindness, which shows there is higher rate of success in extraversion and agreeableness trait. However, the US values individualism and self-direction more, so the Conscientiousness personality trait has a higher success rate in the United States (Grobler, 2011; Sauerma n & Ivkovic, 2008).

According to meta-analysis UpTo 48nstudies it has indicated that employee with conscientiousness trait have more chances to perform well and show more efficacy in their work

(Wilmot & Ones, 2015). Evidence has shown that employee with conscientiousness trait are more inclined to craft the task complexity and work overload efficiently. The people with this trait have better insight to the problems and its interventions (Duckworth et al., 2019; Roberts et al., 2014). Whereas, more neurotic individuals are less likely to craft the task ambiguity due to their elevated level of uncertainty in the personality (Salgado & Tauris, 2014). Prior study emphasizes that employee with conscientiousness trait are less likely to engage in those workplace settings which involves more interactions (Puryear et al., 2017). Studies revealed that better performance is more related with the traits which are hardworking, open and more prone to explore environment fearlessly (Judge & Ilies, 2002). Employee with conscientiousness trait upholds strong ethical values and morals which leads them to overcome counterproductive behavior and exhibit better output. Likewise employee with diminished level of neuroticism are more likely to show more dedication and enthusiasm towards work (Judge & Zapata, 2015). Studies have indicated that employee who are more hardworking, and reclusive have 40% higher chances of success in educational settings (Barrick & Mount, 1991)

A research carried out in India's education department where the sample of 304 higher education teaching staff who were employed at universities found that there was an increased male-to-female ratio. According to the research, 30% of teachers demonstrated high levels of engagement, willingness, and work ethic. Because of their strong commitment, their work output also rises (John & Pant, 2018). The research implies that there are several factors to enhance the university employee's needs and strengths to get better output. Furthermore, if workers have more options for designing their occupations; their level of work performance can increase. Teachers who are more efficient in their decision-making and more flexible with their assignments would be happier in their jobs (Polatel et al., 2018). Similarly when the teachers are given freedom to design their own tasks, it would increase their job satisfaction and performance because this situation will raise the quality of instruction. Similar to this, research indicates that instructors who are encouraged to reimagine their responsibilities in terms of intellectual, social, and physical dimensions in order to ensure their professional pleasure are more satisfied (Sun & Zhou, 2022).

A cross-cultural longitudinal study carried out over one month to seven years. More than 500 data points chosen as a sample looked into the relationships between job resources, work performance, and work engagement. The focus of the study was on how manipulation occurs in

the workplace and how it affects worker engagement and performance. The results of the study showed a positive relationship between work engagement and job performance and structural job resources (task clarity, autonomy (Nielsen et al., 2017). Various researchers conclude that there is positive correlation between highly engaged workers and task and contextual performance (Taris & Schaufeli, 2016). The study by Taris & Schaufeli (2016) highlighted the significance of organizational resources and how they affect employee engagement levels. More employees yield better results in a friendlier environment. Similarly, a study at the managerial level was carried out on a small online sample of Portuguese individuals (N = 270). The purpose of the study was to forecast the degree of engagement and commitment in relation to job performance. The purpose of the study was to forecast the attitudes of higher authority and the tendency of the employees to remain dedicated to their jobs. According to the study, regardless of status or position, highly engaged employees were more likely to perform well (Francisco & Maria, 2017).

One dimension of job performance (counterproductive behavior) and the Big Five personality traits were predicted by another meta-analytical study carried out in South Africa. The sample consisted of customer service centers and managerial sales. Only two of the thirty-three studies were chosen for additional investigation based on secondary sources, such as authors and published articles that examined personality traits and counterproductive Work behavior. The results imply that agreeableness, openness, and counterproductive behavior have a moderately weak correlation, while there is a weak positive association between neuroticism, counterproductive behavior, and conscientiousness (Ninette & Deon, 2015).

Cross cultural studies show that Job performance is predicted by multiple variables such as work engagement and personality traits. According to a study carried out in the pharmaceutical department with a sample size of 340, employees who exhibit high extraversion traits are more likely to cultivate upgraded position (Gridwichai et al.,2020).

An employee's Personality trait has a great significance on company welfare and success (Alkubaisi, 2015). Likewise, another study with limited sample size (N=111) carried out among the executed staff in the banking department of Sir-Lanka found that there are findings that reveal that there may be a positive correlation between all big five personality traits and job performance (Wijesundara, 2021).

However, a study conducted in the hospital sector comprising 228 employees has put emphasis on contextual and task performance which can help in assessing the employee

professional attitude (Norton et al., 2015) and work engagement (Javed et al., 2020). Additionally, they have illustrated situational drawbacks like task ambiguity and interpersonally disruptive interactions. The outcome demonstrates how situational deficiencies like task complexity and task ambiguity prevent work engagement and have a negative impact on task and contextual performance (Abbas and Sağsan, 2019).

A cross cultural study conducted in Nigeria with a sample of (N=127) analyzed the relationship between job performance and work engagement under Islamic culture. The result showed that if employee commitment, involvement and beliefs are consistent with work ethic then it is more likely for employees to perform better (Mohamud et al. (2017); Bao & Nizam, 2015; Haryono et al., 2020; Pawirosumarto et al., 2017; Paais & Pattiruhu, 2020). The study yielded consistent results in the electronic industry conducted in China (Bao & Nizam, 2015). This suggests a positive correlation between contextual performance and work engagement because more work engagement is a result of organizational resources (compassionate authority behavior).

According to a study design comprising of all professions except religion and athletics elaborated the findings after 83 in-depth analyses of articles, books, journals. The objective was to study the the big five personality traits and counterproductive work behavior. The results imply that positive personality traits such as agreeableness, conscientiousness, openness, and extraversion are negatively correlated with CWB in stressful work environments. There is a positive correlation between employee neuroticism traits and reduced performance as well as CWB (Giacomo, 2023)

There were some longitudinal studies which showed that positive personality traits are positively associated with depersonalization along with reduced performance, whereas, negative personality traits are negatively associated with depersonalization along with reduced performance (Wal et al., 2016; Scheepers et al., 2014). Depersonalization is the term used to describe a person's negative reaction to uncertainty. It's a psychological state in which a person's actions and impulses become distinct from his personality. (Leiter & Maslach, 2008))

A cross sectional study conducted in medical service center in Tehran disaster in Iran with a sample of 1500 plus medical and Para-medical staff aimed to investigate the relationship between big 5 personality traits and job performance under uncertain situations. The result found a significant relationship between all personality traits, depersonalization and reduced Job

performance (Muhammad et.al., 2019).

Another cross study conducted in medical service center with a sample comprised of nurses investigated that nurse with positive personality traits (conscientiousness) have moderate levels of depersonalization and perform well (Harkin & Melby, 2014). The research implies that under uncertain situations, personality traits take secondary place to achieve better output. During a disaster, medical staff needs to be vigilant and supportive with the patients as they need extra care and support. There are findings that support the notion that conscientious people are more likely to act better under uncertain circumstance due to their composed personality and better decision making power (Mohammad et al., 2019).

Additionally, a research by Ogbuanya and Chukwuedo (2017) indicates that job crafting is a noteworthy predictor of work engagement, devotion, and work satisfaction. In a similar vein, the findings suggest that elements of work construction can predict participants' involvement and job satisfaction (Villajos, García-Ael & Topa, 2019). Job crafting is seen as a promising concept since it fosters employee resilience and improves job satisfaction at work.

A study was conducted on district administrative level at Hanoi (Capital of Vietnam) with 400 plus officers. The study investigated the role of work engagement as mediator between personality trait and job performance (task crafting and contextual performance). The findings suggest that positive personality traits have higher work engagement and job performance whereas, negative trait (Neuroticism) has reduced work engagement and job performance (Nguyen & Uong, 2023). As per findings, it has shown that positive traits show more dedication, enthusiasm. They have better understanding of avoiding conflicts at work.

Previous studies have also demonstrated that people with high neuroticism tend to perform worse at work because they are more likely to feel bad about themselves and find it harder to handle stress. Nonetheless, it has been discovered that work involvement lessens the injurious effects of neuroticism on job performance (John et al., 2017). Even though they may exhibit high levels of neuroticism, highly engaged workers are typically more robust and capable of handling the demands of their jobs. (Bakker & Demerouti, 2017).

Prior studies have explained the significance of personality traits in enhancing the job productivity and work engagement among HRM and entrepreneurship. According on such study a sample of 1050 working adult was selected for the analysis. The result showed substantial correlation between the work engagement of employee and personality traits of workers in

businesses because managers do considerate the personality trait while recruiting and selecting the employee for the higher position (Akhtar et al., 2015; Yunus & Ghani, 2016; Di Fabio & Saklofske, 2014).

A cross-sectional study conducted in South Korea in family style restaurants and 5 star hotels with a sample of 352 employees revealed that the employee show more dedication and engagement when they find productive meaning in their job. The employee show better performance due to their more work engagement (Jung & Yoon, 2016).

However, studies have also shown that a person's level of work involvement can fluctuate from day to day depending on their job activities and the circumstances that arise during the day (Bakker, 2011). For example, an individual might be more engaged at work on a day when they have access to extra resources, such as positive feedback from customers and assistance from colleagues (Bakker, 2011). Furthermore, an employee's work engagement may also be significantly influenced by the nature of the assignment. When treating patients, for example, most doctors are fully engaged during day level; but, during night shifts or when completing medical record paperwork, they may feel less interested (Shusha, 2014).

The subject of employee engagement has attracted a great deal of attention from academics and industry experts. A study conducted in top universities in china where 422 researchers were selected as sample in order to explore the role of work engagement and job performance. The findings suggested that employees with high level of engagement are more prone to better fit in work because of better understanding, commitment and dedication (Miapheh et al., 2023).

Work engagement is a crucial part in determining an organization's success (Macey, Schneider, Barbera, & Young, 2009; Rich, LePine, & Crawford, 2010). Consequently, a study demonstrated a positive correlation between task performance and employee engagement in a varied sample of 252 Israeli white-collar workers (Steger et al., 2013). The Study also revealed the other factors that contribute in increasing the work engagement and job performance is the role clarity and purposeful job. Research has shown evidence supporting the idea that meaningful work and intention to leave are inversely related. For example, a cross sectional study conducted among 502 secondary school teachers in Namibia revealed a negative link between the intention to leave and meaningful work (Janik & Rothmann, 2015) Similar results have shown among 336 employee working in France (Arnoux et al., 2016),

315 employee in South Korea (Sun et al., 2019). There are studies which show that in teaching profession, employee should have high level of engagement due to their continuous interaction with the students. This job demands high level of vigilance as well (Fathi & Derakhshan, 2019; Zhaleh et al., 2018). A multinational study conducted in Asia and South Africa. The sample selected comprised of Language teachers (553 female and 230 male) with a purpose of investigating the role between personality traits, work engagement and creativity among teachers. The findings show that teachers whether male or female who exhibit positive personality traits like extraversion, openness, conscientiousness, and agreeableness have a greater chance of encouraging students' creativity, abilities, and talents (MacIntyre, 2021). To better understand student innovation, the study focuses on positive employee traits that increase employee engagement. Highly engaged teachers are more likely to create positive workplace environment and deliver better output (Martin et al., 2023).

In another cross-sectional study conducted on 1630 workers in Finland working in rehabilitation centers. The study shows the relationship between work engagement and job performance. Results indicate that due to higher work engagement, the employee desire for professional growth and development has also increased (Mäkikangas, 2018; Schaufeli, 2016). A study conducted on 747 managers found similar results. (Hyvönen et al., 2009). The result imply that employee who are more dedicated and committed to their profession are more likely to face challenges and perform better output. A study has also shown that engaged employee are more likely to perform well and they are the assets of any organization (Greenier et al., 2021). Similarly, a previous study of 815 telecom managers found that highly engaged employees are more likely to manage their junior employees more effectively. Research indicates that they will also excel in their leadership roles (Schaufeli & Van, 2006).

A study conducted in Pakistan with a limited sample (N= 42 teams) in hospital firm, has revealed the mediating effect of job crafting among personality trait and job performance. The findings indicated that there is positive correlation between positive personality traits such as Extraversion and Openness) and job crafting. Whereas, there is weak correlation between negative personality trait (Neuroticism) and Job crafting (Abid et al., 2021). This implies that employee who takes the initiatives to help coming employee to get acquainted with the task are more likely to perform well due to their better interpersonal links and relationships.

Likewise, frontline hotel employees in Taiwan have demonstrated a favorable

relationship between employee crafting behaviors and workplace happiness, this hypothesized that workload modifications leads to job better job performance which makes employee more satisfied (Cheng & Yang, 2018). This implies that in order to achieve sense of pride, an employee has to prioritize his task on how to address instructions to the customer in better way, task crafting, (Berg et al., 2010). Furthermore, studies have shown that frontline employees are more likely to display elevated positive traits like agreeableness, extraversion, and openness, which help them adjust to their respective roles, fulfilling of demands, dealing with customers, more effectively (Locke, 1976).

Workplace culture is influenced by job characteristics such as professional expertise, competency, freedom and job crafting, which include task, cognitive, and relational aspects. Work characteristics contribute to job crafting, which strengthens job productivity. They are significant determinants of workplace culture. Both subjective and objective measures are available to deal with the demands and stress (Kin & Lee, 2016). According to a study, employees who possess a higher degree of relational crafting have more effective interpersonal abilities and exhibit optimal contextual performance (Rudolph et al., 2017; Bakker et al., 2012). This suggests that relational crafting has become more prevalent across various cultural settings. Every workplace requires its employees to possess strong communication skills, the ability to maintain stronger relationships, resilience, patience, and the capacity to persevere under pressure (Schaufeli & Bakker 2004).

Some research has shown the linked between job crafting and personality traits. Employee with resilient traits such as Conscientiousness and Agreeableness are more likely to stay composed under uncertain situations (Rudolph et al., 2017). In case of work engagement and job performance. Research demonstrates the contradictory impacts of job performance and work engagement in demanding roles. Work engagement is unaffected by demands, whether they are raised or lowered (Petrou et al., 2012).

A study conducted in Pakistan Telecommunication Company has shown that Employees with lower levels of job crafting exhibit more counterproductive behavior when they perform their duties in environments with organizational constraints (task ambiguity, lack of freedom) (Arshad et al., 2016). Similarly a study conducted in Iran with sample size (N=185) in Gas transmission Operation department has shown that there is significant relationship between personality trait (Conscientiousness) and counterproductive behavior. There is significant

negative correlation between job crafting (task and relational) and Counterproductive behavior (Ansari et al., 2013). Researchers have proposed that job crafting serves as the foundation of a company and may increase its success rate if its employees are more proficient at simplifying complex situations into simpler ones. JC (Job Crafting) utilizes a bottom-up approach in which employees observe problems from a personal perspective and attempt to resolve them on their own (Bakker, 2017). Job crafting can be used as a defensive tactic to promote growth or successfully achieve objectives (Bakker et al., 2012; Tims et al., 2012). Previous studies have also demonstrated that the degree of job crafting by an employee can be used to predict the personality trait and job performance (Bakker et al., 2012; Petrou et al., 2012; Tims et al., 2015).

A study conducted among 1877 dentists in Finland has shown that employees with proactive personality traits are more likely to have better occupational progress and success rate. The findings revealed positive correlation between positive personality trait (Extraversion, Openness, Agreeableness, and Conscientiousness), work engagement and career success. There is negative association between negative traits (Neuroticism), work engagement and career success (Hakanen et al., 2018). Meta-analysis has also shown personality traits are strong predictor of Work engagement and career success in work place (Taltt & Mount, 2017; Watson, 2014).

A study conducted in German Public sector organization. The study aims to investigate the relationship mediating role work engagement between proactive personality traits and work performance. The sample (N= 147) were being selected. The findings revealed that day level employee with proactive traits (Openness, Extraversion, Conscientiousness, Agreeableness) have higher level of work engagement (Sonnentag, 2003). Another study involving 172 members of the German civil service reveals that proactive personality traits are associated with higher levels of engagement at work. The worker is more emotionally invested in their place of employment (Fritz & Sonnentag, 2009). A particular type of proactive behavior is known as "job crafting" (Peeters et al., 2014). Crant (2000)'s analysis of the literature identifies the causes, effects, and results of proactive behavior. Employees who actively seek out opportunities and information to improve their work environment by taking the initiative and establishing advantageous conditions are considered to be engaging in proactive work behavior. Study has also revealed that positive traits have higher occupational success rate. The employee with positive traits is better at handling situation. Their crafting abilities make them efficient to see the issue from

bottom and try to improve results for both individuals and organizations (Wingerden et al., 2015).

According to a study conducted among university faculty in West Haven with a sample comprising of 363 employees in investigating the role of political knowledge and positive traits and its influence on job crafting and work engagement. The results showed that employee commitment is higher when positive traits are higher. Similarly, employees are more prone to modify their task when their positive traits are higher (Jestine, 2021). A longitudinal study conducted in hospital industry firm of Pakistan where data was collected from forty-two front-line employees aimed to investigate the mediating role of task and contextual crafting between positive personality trait and job performance. The finding shows the positive association between positive traits and task and contextual crafting (Sharjeel et al., 2023).

Similarly, a cross-sectional study conducted in Pakistan among 262 hotel employees. The study focuses on personality traits (Conscientiousness) and its influence on employee crafting abilities, work satisfaction and work engagement. The findings revealed that JC mediates the relationship between Conscientiousness PT and JP (Khalil et al., 2023). The study implies that employees with conscientiousness traits are more composed, resilient, and planned. People with a high level of Conscientiousness perform well due to high crafting abilities.

Studies have shown that personality traits, job characteristics (task significance, autonomy) are strong predictors of JC (Lichtenthaler & Fischbach, 2018; Wang et al., 2017). Both factors play a major role in stimulating and increasing the JC and JP (Job Performance). Positive personality traits (Extraversion, Agreeableness, Conscientiousness and Openness) are most prevalent and give employees insight into how to sustain commitment at work. It enables the worker to develop more positive working relationships with other workers. (Van Harten et al., 2016). Additionally, a study found that managers have the power to lead their teams. An employee in this role who possesses a high degree of positive traits is more likely to foster a positive work environment. They will also be more effective in crafting ideas and dealing with conflicts. When a manager encourages their staff, the employees under him also perform better (Bakker & Demerouti, 2018). Furthermore, a study found that job crafting encourages employment and a healthy environment. It makes working comfortable and easy for both the employer and the employee. These are acts of personal initiative taken by an individual to signify an alteration in the organization as a whole. It has a positive correlation with higher success rates

and employment opportunities (Plomp et al., 2019).

A cross-sectional study conducted in territory care hospitals and higher Educational Institutions of Pakistan. 40% female 50% male selected as a sample. The study examined how job crafting mediated the relationship between managerial personality traits and the ability to retain employment. The results confirmed that high job resources, or positive personality traits, are positively correlated with high crafting abilities in employees. Support from management improves task and relationship crafting, which promotes a better working environment and lowers employee turnover (Irfan and Qadeer, 2020; Kaiser, 2021). According to the study, employers who possess proactive personality traits are more likely to engage in relational crafting and decrease employee turnover, while employers who possess negative personality traits, like neuroticism, are more likely to engage in less relational crafting and increase employee turnover. Turnover is the act of an employee giving up their job voluntarily or involuntarily because of constraints on their employment (work overload, role ambiguity, and role clarity) (Kim & Fernandez, 2017; Esteves & Lopes, 2017).

A study conducted in South Africa Food franchise with a sample composed of 235 working managers explored the mediating role of role ambiguity between task crafting and task, contextual and counterproductive behavior. The result indicates the negative correlation between role ambiguity and Job crafting. Role ambiguity negatively correlates with task and contextual performance and positively correlates with counterproductive behavior (Shin et al., 2020).

Contrary, another cross-sectional study conducted in public and private sector in Turkey with a sample was composed of 238 working employee observed the role of task, cognitive, and relational crafting in employee turnover and overall job performance The results demonstrate that in addition to lower job turnover as well as better performance, individuals with high cognitive crafting abilities are more likely to craft job constraints like role ambiguity (Gebze, 2020). Research has also shown that one of the most helpful resources in an employee's professional life is a task, or cognitive or relational crafting, which encourages proactive behavior. To improve task and contextual productivity, proactive personality traits are stimulated through job crafting (Demerouti, 2014; Thun & Bakker, 2018).

An investigation was carried out in a prison service center. A sample of 280 prison officers with 15 years of experience was chosen. The study shed light on work engagement influences personality traits and job performance. The results demonstrate a favorable

relationship between improved productivity and positive personality traits like extraversion, openness, agreeableness, and conscientiousness as well as work engagement. Improved performance and negative personality traits (Neuroticism) are negatively correlated with work engagement (Czarnota et al., 2020). The conflicting results imply that employees who are working in intense workplaces such as prison, and rehabilitation. They are unable to express their attitudes and feelings. Instead of revealing the true personality, officers are expected to exhibit specific behavior that is appropriate for that group of people. In this instance, the individual's personality factor is overwhelmed by environmental or role demands (Kowalkowska et al., 2017).

According to a study done over 1050 working adults in various organizational settings. Employees with high positive traits like extraversion, openness, agreeableness, and conscientiousness, is more likely to have significant emotional intelligence and work engagement, which improves their performance. Conversely, workers who exhibit high levels of neuroticism are less motivated and effective in work environments. (Akhtar et al., 2015). Other study has given importance more on positive personality is linked with success in the IT department. There are other factors that influence the success and creativity of employee. Work crafting is one of the major factor that significantly linked with high level of creativity and performance (Kong & Li, 2018; Liet al., 2017; Zuberi & Khattak, 2021).

With the assistance of the model, the study looks at personality traits and job performance along with the mediating function of Work Engagement and Job Crafting. In order for employees to stay engaged and perform successfully, the study anticipates that their personality traits and job performance will most likely to influence their own occupations (Jensen, 2010; Arcidiacono et al., 2012). The findings could add to the body of research examining the possibility that proactive workers are more likely to take part in particular job-crafting activities (Greguras & Diefendorff, 2010), which could then affect their own level of engagement at work. This could help to explain the relationship between work engagement, personality attributes and performance. Because proactive personality traits have higher tolerance, have ability to manage stress in any organization in an advantageous manner. The worker utilizes their own instinct to overcome obstacles. (Jiang, 2017; Maria et al., 2022; Zuberi & Khattak, 2021).

Theoretical Framework

Job Demands-Resources theory (JD-R)

Arnold Bakker and Evangelia Demerouti developed the JD-R Model in 2006. The model is based on meta-theoretical framework conducted among multiple cultures such as Netherlands, Australia and China (Akkermans & Tims, 2017; Gillespie & Stough, 2011; Schaufeli & Taris, 2017). The JD-R theory put emphasis on job resources and job demands that work as motivating factor to increase the productivity of employee in a firm (Bakker & Demerouti, 2017; Van Veldhoven et al. 2020). The model provides a framework in reducing the work challenges and fostering a commitment with the work (Crawford et al., 2010; Van et al., 2010).

An employee's stress and internal conflict are likely to rise when they encounter an uncertain situation such as unclear tasks and roles, professional instability, unhealthy interpersonal relationship leads to job demands (Alarcon, 2011). A longitudinal study has shown that higher job demands lead to job turn over (Shoman et al., 2021). In response to stressful stimuli, workers take particular action to reduce stressful job tasks and improve productivity. The worker remains resilient, composed, and maintains faith that the problems will eventually be addressed (Christian et al., 2011).

In the current study, this model provides a direction to the employee to produce a better or productive output. The positive personality traits (, Conscientiousness) serve as a personal resource (Mäkikangas et al.2013). When the workload stimulates the stress, nervousness or burnout within the employee, meanwhile the personal resource provides a pathway to overcome the stress with ease and comfort (Bakker & Demerouti, 2014).According to the theory, workers who possess higher levels of personal resources (extraversion, conscientiousness, openness) are more furnished to handle occupational stressors like long work hours, role overload, and complex tasks because their positive attitude increases their level of engagement at work. (Young et al., 2018).

Furthermore, a longitudinal study comprised of 94 study sample investigates the impact of personal resource on work engagement. The findings suggest that employee personal resources server as a strong predictor of work engagement and high productivity (Mazzetti et al., 2021). Employee engagement will increase with the prevalence of a healthy culture and emotional support. There is a positive association between job resources, work engagement and job

performances (Schaufeli & Bakker, 2004).

Task, cognitive, and relational crafting are domains of job crafting that serve as job resources which assist the employee in viewing the demands through a bottom-up approach (Bauwens et al., 2021; Fletcher et al., 2020). A study conducted in public sector emphasizes that under higher job demands such as complexity in task, unhealthy work environment, role ambiguity, and decrease job resource (security) are the reasons behind company lack of work engagement and productivity (Voet & Vermeeren, 2017). Another study revealed that under high job demand, when employees utilize their job resource (job crafting), it will enhance the internal efficacy of the organization (Harney et al., 2018). Job resources are the self-regulated actions (job crafting) that a worker takes to achieve the objective; psychological regulation leads to increased work engagement (Akhtar et al., 2015).

According to the JD-R theory, as a job resource, job crafting helps employees apply strategies that correspond with the roles that have been assigned to them, when a worker takes the initiative to make adjustments independently to accomplish the task by the deadline. The employee investigates his abilities and potential to make the greatest use of it (Rudolph et al., 2017). Engaged workers produce more than non-engaged ones, and work engagement refers to an employee's ability to feel cheerful, committed, and content while working. As per the model, work engagement serves as a stimulating mechanism that encourages proactive behaviors and promotes productivity. Extraversion, conscientiousness, and agreeableness are examples of personal traits that help employees handle pressure and achieve greater success rates (Demerouti & Cropanzano, 2010).

Notably, work pressures are not always accompanied by bodily or psychological expenses. These characteristics only become stressful when they go beyond employee's ability to cope-up. Conversely, job resources are the activities taken by employees that improve organizational development, effectiveness, and productivity while lessening the workload (Tims & Bakker, 2010; Wingerden et al., 2017). Organizational resources are opportunity based measures that assist employees in achieving goals, increase motivation, and promote personal development (Demerouti, 2014).

The JD-R perspective aims to improve correspondence to increasing employee motivation and commitment. To better understand this process, the study put emphasis on optimal functioning of employees (Berg et al., 2013), which focuses on satisfying fundamental

psychological needs to enhance the experience of work engagement. The study elaborated that personal resource is the factor that like job crafting and work engagement to better productivity; since it gives employers a reasons to recruit them for their positions. (Clausen & Borg, 2011; Tims et al., 2016).

As per JD-R model, Work crafting is intended to produce favorable results because it can promote, gains and provide employees with a sense of autonomy (Parker, Bindl, & Strauss, 2010), help employee to take charge of their work, find meaning in it, satisfy their need for execution (Wrzesniewski & Dutton, 2001), and enhance person-job fit (Tims & Bakker, 2010).

A person would be better equipped to handle professional conflicts if they are successful in executing their jobs, which would increase job resources and characteristics (such as motivation and goal attainment). Demanding work would also encourage proactive employees to stay focused on their work. (Demerouti, Bakker & Halbesleben, 2015). Studies have revealed that cognitive crafting is an effective job resource in order to broaden the job's scope such as promotion, bonuses, incentives etc. job crafting server as an effective approach for proactive employee to enhance productivity (Bruning & Campion, 2018; Demerouti et al., 2015; Lichtenthaler & Fischbach, 2018; Rudolph et al., 2017; Weseler & Niessen, 2016).

Current model also illustrate the impact of positive personality traits as personal resource to predict work engagement and job performance. employee with personal resource (Extraversion) are tend to be cheerful, outgoing and positive, have high level of work engagement and reduced chances of job turnover (Alarcon et al., 2009; Robins et al., 2018). Likewise employee with high Conscientiousness trait is more persistent and determined have high work-engagement and reduced chances of job turnover (Alarcon et al., 2009; Robins et al., 2018). Moreover, employee with high personal resources (Openness and Agreeableness) are easy going, altruistic and adventurous leads to have more work engagement and reduced job turn over (Alarcon et al., 2009). Similar, The study additionally emphasizes that employees who exhibit less neurotic personality traits are also likely to have higher levels of work engagement, as high levels of engagement may reduce the effects of cognitive instability (Costa & McCrae, 1992; Robins et al., 2018).

The impact of job crafting as job resources for predicting the job outcome has gain the importance for organizational success. Employees who possess high job resources are inclined to adopt a bottom-up approach, which involves carrying out individual job modifications. It is a

highly effective tactic for promoting a positive work atmosphere. It also emphasizes how employees, through job crafting, can proactively modify the work environment. Employees can handle the demands of their jobs more easily. Employees enjoy a high level of freedom, autonomy, and independence as a consequence. (Tims et al., 2015; Nielsen & Abildgaard, 2012).

Five-Factor Model (FFM)

The big 5 personality trait has been given by D. W. Fiske (1949), and later expanded upon by others, including Norman (1967), Smith (1967), Goldberg (1981), and McCrae & Costa (1987). Big five personality theory provide framework to understand big five dimensions of personality traits such as Extraversion, Openness, Agreeableness, Conscientiousness and Neuroticism. The model help the researcher to understand the human personality which refers to persons emotions, capabilities, code of conduct, thinking patterns that influence person life and his decision making abilities (Nasyroh & Wikansari, 2017).

The current model reflect a range between two extremes, where the people lie somewhere in the middle. All 5 traits are the predictor of job performance (Aarde et al., 2017). Some behaviorist argued that individual thinking style and their perception of solving the challenge plays a major role that how he critically evaluate the situation, hence personality has major impact on thinking patterns (Lindrianasari, 2015).

Extraversion Personality traits make people more likely to form networks, get along well at work with coworkers, and be able to design tasks in a productive way. (Barrick et al., 2001; Gridwichai et al., 2020). Openness personality traits are more likely to be creative, outgoing and adventurous (Wilson & Dishman, 2015), Conscientiousness personality trait are more composed, reserved, vigilant and responsible (Credé et al., 2017), Agreeableness personality trait are more assertive, tolerant, empathetic and optimistic (John et al., 2008).

The model helps the current study in predicting the job performance. A multinational study conducted in china to access franchise employee behavior through online survey, the findings correlated with the model investigated that people with high level of proactive personality traits such Extraversion, Agreeableness, Conscientiousness, Openness are positively linked with task and contextual performance (Lu & Jiseon, 2023), whereas negative personality trait (Neuroticism) has reduce task and contextual performance (Ling et al., 2020).

Another cross-sectional study also revealed that personality traits have a strong connection with

a person memory and how he executes the retained information to perform well (Curtis et al., 2015). According to several studies, people with negative personality traits in the workplace have lower episodic memory capacity and find it harder to remember the knowledge they have retained; as a result, their performance will be affected (Allen et al., 2019; Luchetti et al., 2021; Meier et al., 2002; Sutin et al., 2019). Because they are more observant, employees with open and conscientious personality traits are better at remembering minor details in their work environment (Allen et al., 2019; Chapman et al., 2017; Sutin, Stephan, Luchetti et al., 2019). The study demonstrates a weaker relationship between the traits of extraversion and agreeableness and remembered events (Allen et al., 2019; Chapman et al., 2017; Sutin, Stephan, Luchetti et al., 2019).

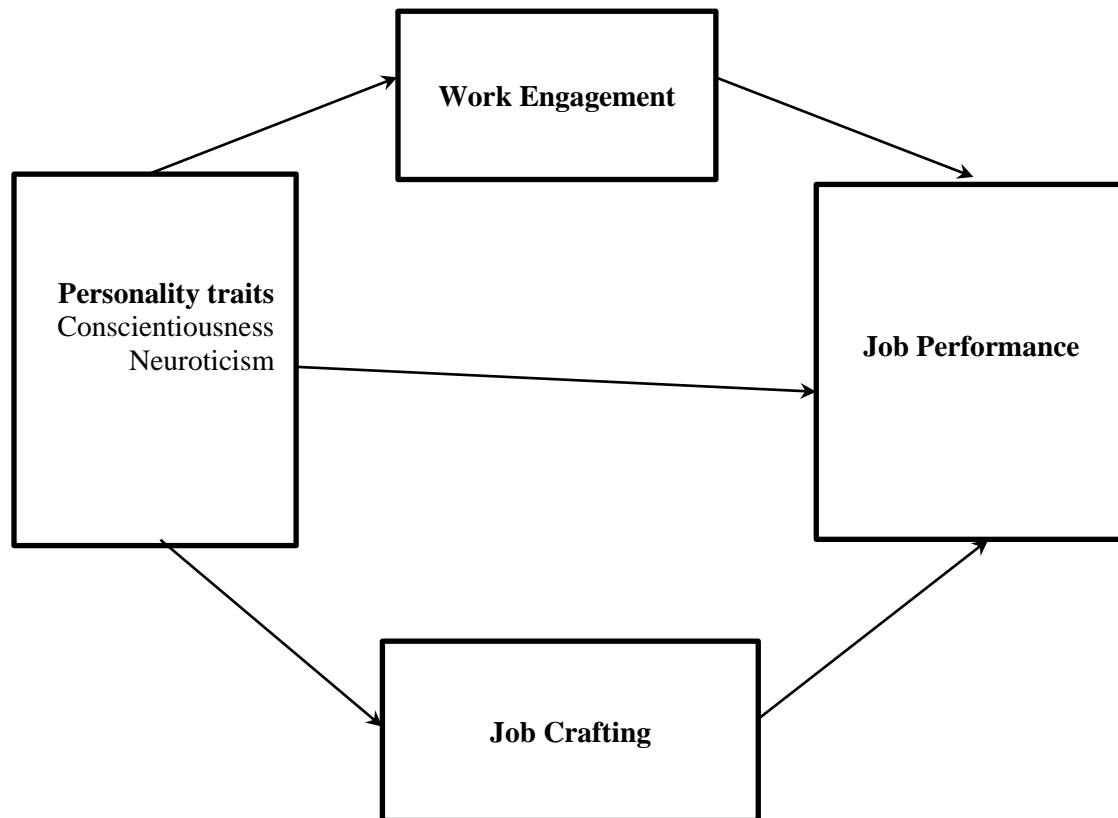
The model also serves importance in predicting the personality traits and work engagement through work engagement. Studies have indicated that when workers are placed in environments that support their cognitive capacities, they are more likely to be engaged and produce better work-output (Verghese et al., 2003). People with openness and Extraversion traits show more work engagement that excite their mental capabilities (Rohrer & Lucas, 2018). Negative traits like neuroticism make people more vulnerable to stress which may trigger mental instability that adversely impacts memory and performance. (Korten et al., 2017)

The proactive modifications that workers make to their occupations through job crafting behavior may help to improve job performance, (Tims & Kooij, 2015). When workers reduce the complexity of their jobs, the organization's productivity increases. JC is the manipulation of demands and needs from employees into abilities that turn them into resources for any business. Such job resources will promote the proactive employee to achieve the better output. A study conducted in various occupational settings such as medical and educational shows that job crafting is mediates the relationship between positive personality trait and job performance (Leana et al., 2009; Gordon et al., 2015; Tims et al., 2013). In a recent longitudinal study, Tims et al. (2015) discovered that job crafting, as mediating variable among PT and JP had a positive indirect association with task performance. Wesler and Niessen (2016) discovered that workers who extended their task and relational crafting in their work produced higher task performance (self-ratings) scores, which further validated these findings. Job crafting and job performance have significant relationship (Lichtenthaler & Fischbach, 2018; Rudolph et al., 2017).

The primary aim of this research is on how employees modify some aspects of their jobs through

job crafting which influence his personality trait and job performance. The study also investigates the influence of Work engagement on personality trait ad job performance. With the assistance of model, it will help the study in investigating the role of mediating variables such WE and JC among PT and JP.

Conceptual Framework



Rationale of the Study

Examining an employee's characteristics and values will help to make him more suitable for the role and the workplace. The more he assesses his cognitive drive and personality, the more productive he is. Zimmerman, Johnson, and Kristof-Brown (2005).

Although personality trait research has explored proactive characteristics of personality and its associated implications in the real world, however, there exists a need for more extensive and detailed assessment of the effects of personality traits on employees' job performance. This study will provide analysis of two extremes personality traits and their primary influence on employees' creative performance along with mediating variables (Hameed & Mahmood, 2023).

Studies have also focused on small and medium-sized enterprises (SMEs) in the workplace, such as bars, restaurants, dentistry offices, and law firms in different parts of Pakistan. For employees who also work as independent contractors or entrepreneurs who donate their time to other companies, they used a quantity-based approach. In 2015, Jaskiewicz et al. Because the research was limited to convenience sampling and sample size, certain serious faults were found, and no theory was found to support the conceptual framework. By using passion as a mediator and taking into consideration one facet of job engagement, another serious fault in the prediction of employee performance was found. (Campos, 2017; Megheirkouni et al., 2018; Singhry, 2018 Soomro and Shah (2020); Franke & Felfe, 2011). The study created a model based on these gaps to assist employee in determining how to overcome the occupational conflicts (Zollo et al., 2021).

Comprehending the intermediary function of task crafting and work engagement might yield noteworthy pragmatic ramifications. Employers can use this information to improve worker performance since it gives workers a clear path to set goals and follow protocols for improved results (Naude, 2010; Schuurman, 2011).

The study clarified the impact of strength-based approaches on employee well-being (Schutte & Malouff, 2019). Previous studies lacked a clear picture of the strategy that leads to employees working at their best. The results of this study have consequences for workers. Employees can build ways to increase their effectiveness at work and obtain insight into their own strengths and shortcomings by understanding the impact of those personality factors, job crafting, and work engagement in predicting the organizational success. Employees who has

insight may also be more empowered to take an active role in creating their workplace and adopting habits that support their career and personal objectives (Bakker & van, 2018).

The findings in the study become helpful for organizations to maximize employee wellbeing, improve productivity, job happiness, and retention along with individuals' personalities with job requirements. The study has addressed all five of the major personality traits in organizational cultures in order to establish a work environment that is enriched with job crafting and high levels of work engagement, both of which promote overall performance within the organization.

METHOD

Objectives

The objective of the present study as follow:

1. To examine the relationship between Conscientiousness and job performance among employees of educational institutes both public and private sectors.
2. To examine the relationship between Neuroticism and job performance among employees of educational institutes both public and private sectors.
3. To investigate the mediating role of job crafting and work engagement in the relationship between Consciousness and job performance.
4. To investigate the mediating role of job crafting and work engagement in the relationship between Neuroticism and job performance.
5. To explore the role of demographic variables such as sector and experience on job performance.

Hypothesis;

1. Conscientiousness is positively related with job performance.
2. Neuroticism is negatively related with job performance.
3. Job Crafting mediates the relationship between Conscientiousness trait and job performance.
4. Job Crafting mediates the relationship between Neuroticism and job performance.
5. Work Engagement mediates the relationship between Conscientiousness and job performance.
6. Work Engagement mediates the relationship between Neuroticism and job performance.

Operational Definition;

Conscientiousness;

The trait refers to the one being immense hardworking and reserved in nature. People high in this trait are more prone to perform well when they are given their own level of comfort

because they rely on directional approach to stay engaged in order to achieve the goal. They are more thoughtful and have better insight which increase their ability to craft the difficult circumstances (McCrae & Costa, 1996).

In the current study Consciousness was operationalized on Big Five Inventory-10 Questionnaire (Rammstedt and John, 2007). Higher scores indicated higher Consciousness; lower scores indicated lower Consciousness.

Neuroticism:

The trait refers to the one being uncertain and unstable in either unusual or usual situations. People high in this trait are more likely to outburst in uncertain scenarios. They are more susceptible to perform well in order to reduce the fear of failure and sometimes it leads to adverse effect in their lives (McCrae & Costa, 1996)

In the current study Neuroticism was operationalized on Big Five Inventory-10 Questionnaire (Rammstedt and John, 2007). Higher scores indicated higher Neuroticism; lower scores indicated lower Neuroticism.

Job Performance

It refers to the compulsory duties and task assigned to the employee. It involves the individual self-driven efforts in order to accomplish the task. High job performance require more vigilant attitude and supervision to exceed in the work (Ashforth & Humphrey, 1995).

In the current study Job Performance was operationalized on Individual work performance Questionnaire Questionnaire (Koopmans, 2014). Higher scores indicated higher Job Performance; lower scores indicated lower Job Performance.

Job Crafting:

It refers to pro-social behaviors and voluntary acts that employee perform to reduce the challenging task. These are the manipulative indicators that help the employee to identify analyze the task complexity and transform into easier task. Job crating serve as organizational as well as personal resource to reduce the job demands (Tims & Bakker, 2010).

In the current study Job Performance was operationalized on Job Crafting Questionnaire (Slemp & Vella-Brodrick 2013). Higher scores indicated higher Job Crafting; lower scores indicated lower Job Crafting.

Work Engagement:

It refers to the intrinsic and extrinsic motivation of employee to stay focused and engaged

within the organizational setting. These are the attribute that keeps employee happy, content and satisfies with the work place. Work engagement serve as personal resource of employee to weakens the job over-load and increase the efficacy of job (Christian, & Slaughter, 2011).

In the current study Work engagement was operationalized on Utrecht Work Engagement Scale (Schaufeli et al. 2002).). Higher scores indicated higher Work engagement; lower scores indicated lower Work engagement.

Instruments;

Big Five Inventory-10 (BFI-10)

BF-I is a self-report inventory that measure the big five personality traits (Rammstedt and John, 2007). The Cronbach's alpha of Neuroticism trait is 0.84, and Conscientiousness is 0.84 respectively (Carciofo et al., 2016; Ryser, 2015). Items are rated on 5-point likert scale with (1= strongly disagree to 5= strongly agree). The overall spearman's correlation is $\alpha=0.58$ (McCrae and Costa, 2010). The scoring of BF-I shows; Conscientiousness (3R,8), Neuroticism (4R, 9). R is the reverse-score.

Utrecht Work Engagement Scale (UWES-9)

This is a short version scale that measures all 3 domains of work engagement such as vigor, dedication and absorption. It is a self-report inventory developed by Schaufeli et al. (2002). It consists of 9-items. Items are rated on 7 point likert scale vary from (0=very often- 6 =always). The Cronbach's α of 3 subscale of work engagement are; vigor ($\alpha =0.72$), dedication ($\alpha =0.84$), absorption ($\alpha =0.77$) respectively. The Cronbach's of all 3 subscale is ($\alpha =0.90$). The cale is based on unidimensional construct.

Individual work performance Questionnaire (IWPQ-18)

IWPQ is a scale developed in Netherlands (Koopmans, 2014), used to measure individual job performance. It consist of 3 subscale (task performance (5-items), contextual performance (8-items), counterproductive behavior (5-items). It consists of 18-items. The Cronbach's alpha for each subscale are; TP ($\alpha =0.81$), CP ($\alpha =0.85$), CPB ($\alpha =0.74$) respectively. The scale is based on multidimensional construct.

Job Crafting Questionnaire (JCQ-15)

JCQ was initially developed by Slemp & Vella-Brodrick (2013), that measure employee abilities to craft the work environment. JCQ measure three sub scales; task crafting, cognitive crafting and relational crafting. It consists of 15 items on 6 point likert scale (1-6). The person separation index (PSI) is similar to Cronbach's alpha. The PSI of all scale varies between (0.88 and 0.86). The PSI of subscale are; TC ($\alpha = 0.75$), CC ($\alpha = 0.86$), RC ($\alpha = 0.79$) respectively.

Research design

The cross sectional research design is used to conduct the current study. The Samples were approached through convenient sampling technique. The sample of the current study was comprised of 300 employs 200 male and 100 female. Their age range was from 21-35 years. These respondents are selected from different private and government educational organization in Islamabad. In the current research, the participants were selected who are currently working only on service. The retired employees were removed from the current study

Procedure

Participants were given a consent form to guarantee that their privacy would not be disclosed. Participants gained confidentiality assurance along with all the necessary instructions. Participants were instructed to carefully read the questionnaire and assign a rating based on their prior experiences.

Ethical Considerations

The Ethics Committee was able to get ethical clearance in consultation with the department heads. In addition, in response to their worries, the participants were given informed consent and promises of privacy and confidentiality, among other things

RESULTS

Table 1

Sample Characteristics (N=300)

Demographic Variables	<i>F</i>	%
Gender		
Men	200	66.6
Women	100	33.3
Education		
Intermediate	85	29.67
Bachelor	73	24.3
Master & above	142	48.00
Sector		
Public	193	64.3
Private	107	35.6
Socioeconomic Class		
Upper	47	15.6
Middle	165	55.0
Lower	88	29.33
Experience		
1 to 5 years	39	13.0
6 to 10 years	94	31.3
Above 10 years	167	55.6

Note. The above table contains the frequency and percentage of all participants' demographic characteristics

Table 2

Descriptive Statistics and Alpha Reliability Coefficient of Study Variables (N=300).

Scale	Items	Cronbach's alpha	M	SD	Skewness	Kurtosis	Actual Range
Conscientiousness	2	.71	6.11	1.87	-.164	-.688	3-9
Neuroticism	2	.72	6.09	1.98	-.164	-.688	3-9
Job Performance	13	.76	25.11	5.94	-.431	-.588	15-40
Work engagement	11	.78	29.71	6.54	-.509	-.397	15-50
Job Crafting	18	.85	54.41	7.44	.228	-.281	25-80

Table 2 shows descriptive statistics and Alpha reliability coefficients of the study variables. Data were normally distributed as all the values of Skewness and Kurtosis are within the acceptable range. The internal consistency reliability for the variables varies from .71 to .85.

Table: 3

Correlation matrix for the relationship between Conscientiousness, Neuroticism, Job Performance, Work engagement and Job Crafting (N=300)

No.	Variables	1	2	3	4	5
1	Conscientiousness	-	-.05	.23**	.13*	.21**
2	Neuroticism	–	-	-.24*	-.17*	-.23*
3	Job Performance	–	–	-	.03	.25*
4	Work engagement	–	–	–	-	.26*
5	Job Crafting	–	–	–	–	-

Note. * $p < .05$, ** $p < .0$

The above table determines that Conscientiousness and Job performance are significantly positively correlated. The Neuroticism is negatively but significantly correlated with Job performance. The Conscientiousness and Work Engagement are significantly positively correlated. The Conscientiousness and Job Crafting are significantly positively correlated. The Neuroticism is negatively and significantly correlated with Work Engagement. The Neuroticism is negatively but significantly correlated with Job Crafting.

Table 4

Mediation Analysis of Job Crafting as a Mediator of Conscientiousness and Job Performance
($N=300$)

		B	SE	95 % CI		t-value	p
				LL	UL		
Indirect effect	C→JC→JP	.27	.13	.02	.10		
Direct effect	C→JP	.26	.10	.01	.41	6.10	.036
Total effect	C→JP	.53	.10	.04	.46	5.34	.028

Note. For Indirect effect the $R^2 = .06$, Direct effect $R^2 = .16$ and Total effect $R^2 = .20$

B = unstandardized coefficient

C = Conscientiousness; JC = Job Crafting; JP = Job Performance.

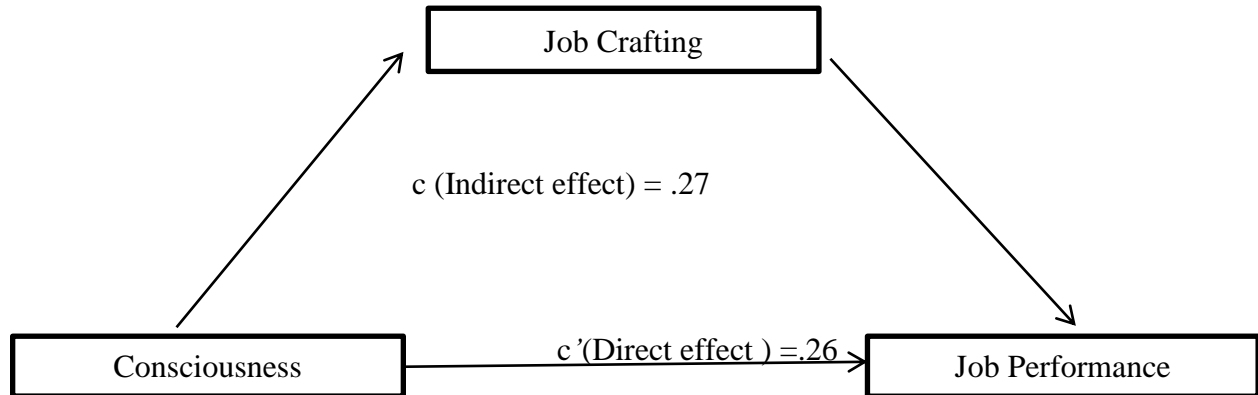


Table 4 shows the role of Job Crafting as the mediator between Conscientiousness and Job Performance. Results indicate that the indirect effect of Conscientiousness on Job Performance is significantly positive as zero does not fall within the 95 % confidence interval ($b=.27, p < .05$). The direct effect of Conscientiousness on Job Performance is also significant as zero does not exist within the confidence interval ($b=.26, p=.036$). The $\Delta R^2 = .04$ shows that 4 % of the variance in the model is explained by adding the mediator to the model. This shows that the relationship of Conscientiousness and Job Performance is significantly mediated by Job Crafting.

Table 5

Mediation Analysis of Job Crofting as a Mediator of Neuroticism and Job Performance (N=300)

		B	SE	95 %CI		t-value	p
				LL	UL		
Indirect effect	N→JC→JP	-.27	.24	.02	.10		
Direct effect	N→JP	-.26	.14	.01	.41	3.56	.035
Total effect	N→JP	-.53	.14	.04	.46	4.35	.017

For Indirect effect the $R^2 = .05$, Direct effect $R^2 = .06$ and Total effect $R^2 = .13$

Note. N = Neuroticism; JC = Job Crafting; JP = Job Performance.

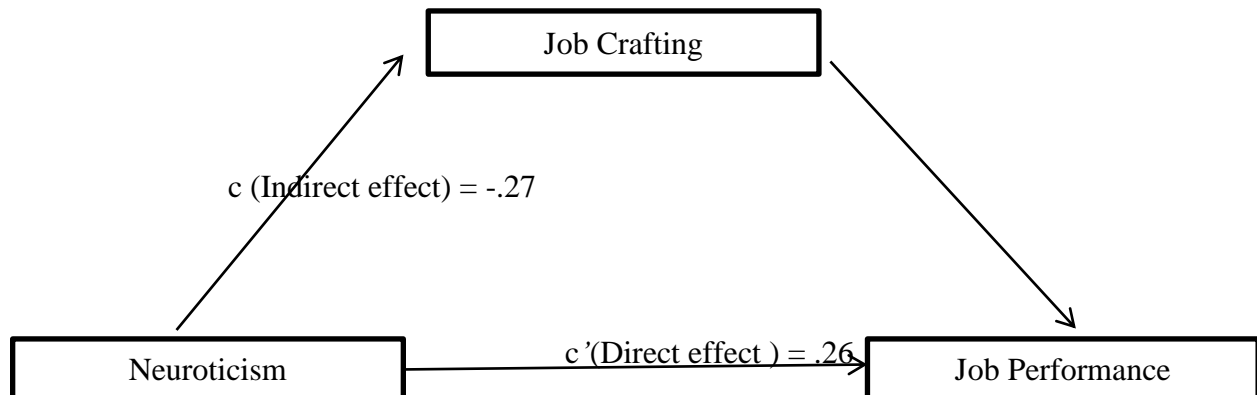


Table 5 shows the role of Job Crofting as the mediator between Neuroticism and Job Performance. Results indicate that the indirect effect of Neuroticism on Job Performance is significantly negative as zero does not fall within the confidence interval ($B = -.27$, $p = .017$). The direct effect of Neuroticism on Job Performance is significant as zero does not exist within the confidence interval ($B = .26$, $t = 3.56$, $p = .035$). The $\Delta R^2 = .07$ shows that 7 % of the variance in the model is explained by adding the mediator to the model. This shows that the relationship of Neuroticism and Job Performance is significantly mediated by Job Crofting.

Table 6

Mediation Analysis of Work Engagement as a Mediator of Conscientiousness and Job Performance (N=300)

		B	SE	95 % CI		t-value	p
				LL	UL		
Indirect effect	C→WE→JP	.42	.21	.02	.10		
Direct effect	C→JP	.31	.25	.01	.41	5.23	.046
Total effect	C→JP	.73	.21	.04	.46	6.34	.019

For Indirect effect the $R^2 = .06$, Direct effect $R^2 = .12$ and Total effect $R^2 = .20$

Note. C = Conscientiousness; WE = Work Engagement; JP = Job Performance.

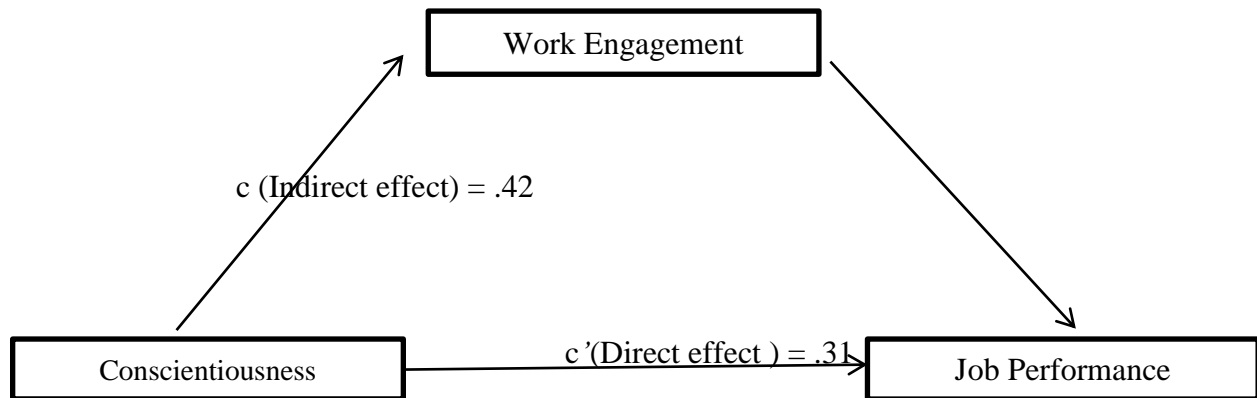


Table 6 shows the role of Work Engagement as the mediator between Conscientiousness and Job Performance. Results indicate that the indirect effect of Conscientiousness on Job Performance is significantly positive as zero does not fall within the confidence interval ($B=.42$, CI, $-.02$ to $.10$). The direct effect of Conscientiousness on Job Performance is significant as zero does not exist within the confidence interval ($B=.31$, $t=5.23$, $p=.036$). The $\Delta R^2 = .08$ shows that 8 % of the variance in the model is explained by adding the mediator to the model This shows that the relationship of Conscientiousness and Job Performance is significantly mediated by Work Engagement.

Table 7

Mediation Analysis of Work Engagement as a Mediator of Neuroticism and Job Performance (N=300)

		B	SE	95 %CI		t-value	p
				LL	UL		
Indirect effect	N→WE→JP	-.28	.34	.02	.10		
Direct effect	N→JP	-.25	.29	.01	.41	5.41	.037
Total effect	N→JP	.53	.25	.04	.46	5.37	.028

For Indirect effect the $R^2 = .05$, Direct effect $R^2 = .07$ and Total effect $R^2 = .14$

Note. N = Neuroticism; WE = Work Engagement; JP = Job Performance.

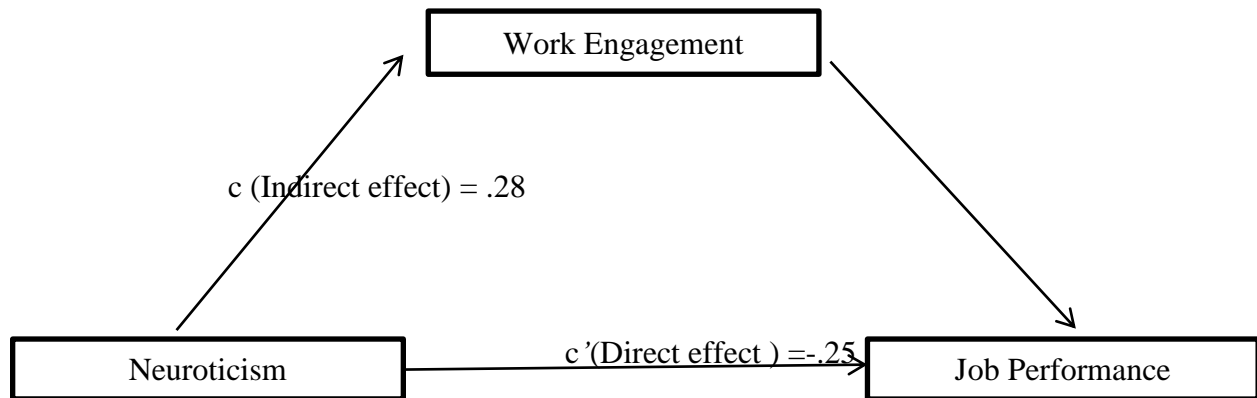


Table 7 shows the role of Work Engagement as the mediator between Neuroticism and Job Performance. Results indicate that the indirect effect of Neuroticism on Job Performance is significantly negative as zero does not fall within the confidence interval ($B = .28$, CI, $-.02$ to $.10$). The direct effect of Neuroticism on Job Performance is significant as zero does not exist within the confidence interval ($B = .25$, $t = 5.41$, $p = .036$). The $\Delta R^2 = .07$ shows that 7 % of the variance in the model is explained by adding the mediator to the model. This shows that the relationship of Neuroticism and Job Performance is significantly mediated by Work Engagement.

Note. M = Mean, SD = Standard Deviation

Table 8

Sector related differences on Conscientiousness, Neuroticism, Job crafting, Work Engagement, Job Performance (N=300)

Variables	Public Sector (n=193)		Private Sector (n=107)		<i>t</i> (298)	<i>p</i>	Cohen's <i>d</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>			
Conscientiousness	32.5	10.2	24.3	9.8	6.85	.001	0.85
Neuroticism	13.4	4.6	8.6	3.2	9.32	.001	1.25
Job crafting	15.2	5.5	9.3	3.8	10.97	.001	1.45
Work Engagement	28.7	7.5	25.1	6.8	3.79	.001	0.49
Job Performance	14.2	3.1	13.7	2.9	1.28	.202	0.17

Table 8 shows that independent samples t-tests were conducted to examine differences between public and private sector employees on Conscientiousness, Job Crafting, Neuroticism, Work Engagement, and Job Performance. Public sector employees scored significantly higher on Conscientiousness ($t = 6.85, p < .001, \text{Cohen's } d = 0.85$), Job Crafting ($t = 10.97, p < .001, \text{Cohen's } d = 1.45$), Neuroticism ($t = 9.32, p < .001, \text{Cohen's } d = 1.25$), and Work Engagement ($t = 3.79, p < .001, \text{Cohen's } d = 0.49$), with effect sizes ranging from medium to very large, indicating notable differences favoring the public sector. However, no significant difference was observed for Job Performance ($t = 1.28, p = .202, \text{Cohen's } d = 0.17$), suggesting similar levels of performance across sectors. These findings highlight substantial variations in personality traits, job crafting, and engagement, while job performance remains consistent between the two groups.

Table 9

Experience related differences on Conscientiousness, Neuroticism, Job crafting, Work Engagement, Job Performance (N=300)

Variable	Experience up to 5 years (n=39)		Experience 6 to 10 years (n=94)		Experience 11 years and above (n=167)		F	p
	M	SD	M	SD	M	SD		
Conscientiousness	22.48	10.59	23.64	11.19	23.64	11.16	0.19	.825
Neuroticism	40.07	12.89	36.85	15.93	31.34	14.68	7.69	.001
Job crafting	49.46	24.10	43.07	21.06	46.74	22.13	1.40	.248
Work Engagement	29.40	12.41	29.24	11.59	28.03	11.57	0.43	.649
Job Performance	53.28	23.63	47.74	19.51	50.05	22.65	0.92	.398

Note. M = Mean, SD = Standard Deviation

Table 9 is about analysis of variance (ANOVA) was conducted to examine the effect of years of experience on Conscientiousness, Neuroticism, Job Crafting, Work Engagement, and Job Performance. The results revealed a significant effect of experience on Neuroticism, $F(2, 297) = 7.62$, $p = .001$, with less experienced individuals (up to 5 years) reporting higher levels of Neuroticism compared to those with greater experience. However, no significant differences were observed across experience groups for Conscientiousness, $F(2, 297) = 0.19$, $p = .825$; Job Crafting, $F(2, 297) = 1.40$, $p = .248$; Work Engagement, $F(2, 297) = 0.43$, $p = .649$; or Job Performance, $F(2, 297) = 0.92$, $p = .398$. These findings suggest that while Neuroticism decreases with increased experience, other variables such as Conscientiousness, Job Crafting, Work Engagement, and Job Performance remain unaffected by the length of experience..

DISCUSSION

The purpose of this study was to investigate the association between big five personality traits and job performance along with the mediating role of work engagement and job crafting on work place setting. The most crucial elements of a work environment that improve individual and corporate output are worker collaboration, job design, and employee engagement. Numerous articles claimed a strong correlation between environmental hazards and employee psychological involvement (Hezzie et al., 2011).

In the first hypothesis of the study it was anticipated the positive association between positive personality trait (Conscientiousness) and Job performance. The result findings supported the Positive traits and job performance is significant and positive. Results indicated that employee working in educational sector is high achievers if they possess positive trait such as conscientiousness. Researches supported the notion that it's an attribute leads towards employee creativity (DiLillo & Houghton, 2006; Neck & Houghton, 2006).

The study has shown the interaction of Personality trait of conscientiousness and neuroticism with job performance (Liu et al., 2007). The study also supported the hypothesis that Neuroticism personality trait is negative predictor of job performance. This suggests that employees with unstable traits are less likely to remain persistent and pleased in challenging circumstances within this demanding and highly competitive marketplace. Results showed that the fierce competition for talent in today's job market makes it extremely difficult to recruit and employees' inflexible attitudes hinder their careers from achieving their goals (Carnevale et al., 2020).

The study's findings also demonstrated that workers with neurotic traits could perform better in a variety of organizational settings, including trade businesses and government agencies. Although employees with neurotic traits do well on the job, and haven't been an hindrance in a civil or trade setting when they choose to pursue such careers in trade enterprises or the civil service (Gruda et al., 2023, Hirschfeld & James Van Scotter, 2019, Schneider et al., 2017).

The findings are also consistent with the hypothesis that positive personality traits such as Conscientiousness is significant with work engagement and have positive relationship. The findings support earlier research showing that women are more likely to take on multiple roles

due to higher levels of work engagement, which improves their ability to manage their workload. 50 Because of their more profound comprehension and higher level of engagement, women have been found to be multi-taskers and capable of striking a balance between their personal and professional lives (Ruderman et al., 2002; Sherman, 2020).

The results demonstrated that high work engagement builds the capacity to remain composed under difficult circumstances and that high work engagement acts as a personal resource of the employee for generating higher quality work. Highly engaged employees are more insightful in structuring the work load (Robledo et al., 2019).

The hypothesis also anticipated that positive personality traits would have a positive impact on Work Engagement. The hypothesis stated that work engagement mediate the relationship between neuroticism personality trait and job performance. The study findings revealed that neuroticism and Work Engagement are negative but significantly correlated. Several studies (e.g., Amundsen & Martinsen, 2015; Zeijen, Peeters, & Hakanen, 2018; Breevaart et al., 2014) have observed that work engagement act as a personal resource of employee according to JD-R Model. Because it refers employee sense of adaptability and perceiving the job (Breevaart et al., 2014), the work engagement act as a psychological measures in order to enhance the organizational success (Amundsen & Martinsen, 2015).

According to a cross-cultural longitudinal study, people with neurotic traits are more likely to scroll by means of their phones while working because they are less engaged in the task at present. They also have a shorter attention span, which makes them more predicted to become distracted and anxious (Ian M. Hughes et al., 2024) One of the important objectives of the study was to examine the mediating role of Work engagement in the relationship between big five personality trait and all three dimensions of job performance such as task, contextual and counterproductive work behavior. The results from above table indicated that positive traits and work engagement are significant and have positive relation with task and contextual performance whereas, negative with the counterproductive behavior. Likewise the neuroticism and work engagement are also significant with the job performance and have negative relation with task and contextual performance whereas, positive relationship with the counterproductive behavior. The results coincide with previous research suggesting that IT experts who have a high level of engagement are more likely to perform well because their area of work requires highly skilled technical experts who are more vigilant (Stewart et al., 2011). 51

Results support the hypothesis that Job crafting mediates the relationship between big five personality traits and job performances. The findings supported the hypothesis that positive traits like conscientiousness is significant with the job crafting and have positive relationship with the task and contextual performance. The personality traits are strong predictor of job crafting. Our study contradicts with the research the job crafting and neuroticism and significant but possess negative relationship. Employee who is less emotionally unstable may likely to better at task crafting in order to achieve exceeding remarks (Gori et al., 2021).

The hypothesis also stated that there is a significant difference in job performance between employees from public and private sectors and, between employees with varying levels of experience. The results suggest that public sector employees tend to score higher on conscientiousness, neuroticism, job crafting, and work engagement compared to private sector employees. However, there is no significant difference in job performance between the two sectors. The current study has many implications such as Public sector organizations may prioritize conscientiousness and job crafting skills when selecting candidates whereas, Private sector organizations may focus on developing conscientiousness and job crafting skills in their employees. Public sector organizations may leverage their employees' higher work engagement levels to improve job performance. 4. Both sectors may use similar performance management strategies, as job performance levels are similar (ones & Judge, 2017).

This study also showed significant differences in Neuroticism across experience groups, but no significant differences in other variables: Employees with less experience would exhibit more neurotic traits, while those with more experience would exhibit fewer neurotic traits. It means neurotic traits decreased with experience as it is inversely proportional to experience. The study has numerous practical ramifications, including the possibility that an organisation might pay attention to an employee's emotional needs if they have a greater involvement, which decreases employee turnover and unsustainable development. (Bakker et al., 2014).

The study also contribute to the literature by uncovering the mediation model, by using the one way-Anova, it was found that the model is significant with the study design and provide a pathway through employee can achieve better output. The model provides a distinct way of structuring the variables and creating a relationship with multidimensional construct of job performance (Dash & Vohra, 2020). The study has also provided an effective approach for higher authority regarding recruiting and selecting the employee for their professional standing

52 and position as it will be more helpful for employer and employee to stay committed to their professions (Di Fabio, 2017).

Conclusion

The current study has a great importance in the literature. Firstly the study presented the conceptualized model based on the needs and demands of the employee and organization. Moreover the mediating variable such as work engagement and job crafting has a great significance in order to increase the motivation and attention of employee towards the task. The study also demonstrated the impact of personality on work place and its output on employee performance as a whole unit. By considering the JD-R model, it shed light on personal resources which ultimately reduce the job demands. Personality traits such as Extraversion, Conscientiousness, agreeableness, Openness along with work engagement serve as personal resource of employee which helps the employee in structuring the task complexity and ambiguity in professional setup. However, the study also revealed that the Neuroticism personal trait lower the performance of employee within occupational setup. The findings might help the employer to consider the personality traits as a whole while recruiting and placement of job. Moreover, Job Crafting serves as personal as well as external resource which helps the employee in restructuring of the task to make it simpler and effective. While it is also helpful for the employer to manipulate the professional environment that increases the employee's professional growth, sense of attainment, and happiness. Job crafting provide the pathway to the authority to reduce the stress and promote the occupational wellbeing after executing the minor amendment within the work place setting. Overall, the current model has depicted thee all variables that influence the organization and its employee.

Implications and contributions of the study

According to Gordon et al. (2015) and Tims et al. (2015), The study has a significant impact on how well employees perform at work. The majority of hiring managers and business owners find it challenging to select the most suitable applicant for their vacant jobs. It is a crucial stage because the selected individual needs to possess those traits and qualities that match the organization's requirements. Employers will benefit from this study by having all those variables and qualities taken into account when hiring and placing workers in any field. Based on the findings, the study recommends corporate to gain a deeper understanding of the personalities of

applicants and how they affect job performance. Employers can better anticipate the relationship between an effective worker and their profession by having a better understanding of the personality factor. This will enable the employee to perform well even in unpredictable situations. A personality assessment can assist both the employer and the employee in understanding the worker's degree of tolerance and ability to cope with pressure. Employees who view tasks with optimism are more likely to overcome the obstacles they face. According to the current study, it has also shed light on an important factor that help the employee in establishing the healthy relationships with the employee though relational crafting. Positive personality are more likely to handle the interpersonal conflict and maintain better professional atmosphere through crafting.

The research will also benefit those who intend to start small and medium-sized businesses in the future. When making investments, they need to comprehend profit/loss proportions more thoroughly. Because preparing for risk before investing is a much more effective strategy for enterprises, job crafting will assist entrepreneurs in determining the risk analysis and launching their business endeavors. Thus the study enables the researchers to comprehend the personality as predictor of job crafting in order to produce better job performance. the study address the measures and ways that employers can execute increase the engagement and dedication level of employee. The study unveil the procedure through employer can make his employee more committed and satisfied which ultimate reduces the job turnover (Bakker et al., 2012; Bell & Njoli, 2016).

Limitations and recommendations for future research

The study has been done to investigate the relationship between personality trait and job performance. In the study, employee from educational sectors from twin cities has been selected. The study didn't clarify the job description and status of employees. The future researchers can address the impact of job description on their personality and performance (Podsakoff et al., 2003). In particular, to prevent participants from drawing connections or linkages between the various constructs, researchers may wish to establish temporal separation by adding time lags between the measurement of the criterion variable and the predictor (personality, for example). However, when there is a lack of time or when data are gathered more quickly (week- or day-level research, for example), this might not be feasible.

The degree to which the statistical analysis was carried out is the following study restriction. The "Big Five" characteristics were examined broadly. The aspects within each component or trait were not taken into account in the analysis. Moreover, the instrument to assess the neuroticism and conscientiousness were also composed of less number of items which ultimately reduce the reliability of the scales. Future research on the deep facet composition level may be beneficial in order to better understand personality as a predictor of self-defeating and work crafting behavior, as well as the consequences these behaviors have on job performance.

"A better way to understand each factor might be to characterize its crucial subcomponents," as Saucier and Goldberg (2003, p. 14) put it. Additionally, no potential moderating variables that might have enhanced or diminished the association between personality and performance were taken into account in this study. Thus, modifiers that could increase or decrease the strength of the connections or the variations accounted for in each individual personality–performance relationship should be taken into consideration by future researchers. Certain personality qualities, including agreeableness and extraversion, are only significant in specific situations, like sales, as prior research has demonstrated (e.g. Barrick & Mount, 1991). When autonomy (a moderator) was high, Barrick and Mount (1993) showed that personality predicted managerial performance. Therefore, future studies might want to take into account an individual's industry, job type, or employment level as potential moderating variables that could either improve or lessen the relationship between personality and performance.

The usefulness of modification indices in enhancing model fit is the last piece of advice for upcoming SEM researchers. As the current study showed, model adjustments under the influence of JD-R theory can be especially helpful when the inferred theoretical model's fit is not as good as intended. The theory helped the model to provide framework to the research, but the model only address the resources of an employees such as personality traits, job crafting and work engagement along with their relationships. In order to ascertain whether specification errors exist that could be contributing to model misfit like demands in JD-R model that really helped the employers to cater the situational factors of the job culture, future researchers who intend to explore the correlations between the variables employed in this work should think about conducting a thorough assessment of model parameters (including the residual matrix). But it's crucial to make sure that any changes to the model are motivated by substantive meaning and practical significance (Schumacker & Lomax, 2010).

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Appendix A

INFORM CONSENT

I Zara Jamshaid, Student of Mphil Applied Psychology from NUML Islamabad, conducting a research on topic **“Personality Trait and Job performance. The Mediating Role of Job crafting and work Engagement ”**. The purpose of your participation will be helpful in filling gap in knowledge and to aware population about effective work environment. The record of your data will be kept confidential and it will not be shared with anyone. I request you to fill this form. thank you

Appendix B

Demographic Information Form

Gender; Male Female

Age; _____

City: _____

Income: 10-20 20-30 30-40 40-50 50-60 60-70 70 +

Marital Status Married Unmarried Divorced/Separated Widow

Education 16 year Education/ Other

Type of Employment: Government Private
Sector Sector

Family System Nuclear Joint

Nature of Job: Teacher IT Others
 Professionals

Working hours/ Days; -----

Total working days; 5 6

Appendix C
What is your Personality Type?

I am someone who ...	Strongly Disagree	Little Disagree	Neither Agree Nor disagree	Little Agree	Strongly Agree
Is reserved	1	2	3	4	5
Trust easily	1	2	3	4	5
is lazy	1	2	3	4	5
handle stress and stay calmed	1	2	3	4	5
Have artistic interest	1	2	3	4	5
Is outgoing and social	1	2	3	4	5
Always find fault in others	1	2	3	4	5
Do my own job	1	2	3	4	5
Gets upset easily	1	2	3	4	5
imaginative	1	2	3	4	5

Appendix D
How do you feel at work? (Current job)

At work / during job	Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
I feel energetic	1	2	3	4	5	6	7
I find work meaningful and purposeful	1	2	3	4	5	6	7
Time pass very quickly	1	2	3	4	5	6	7
I get excited and involved	1	2	3	4	5	6	7
I feel strong and lively	1	2	3	4	5	6	7
I am involved in my work	1	2	3	4	5	6	7
I feel happy doing intense work	1	2	3	4	5	6	7
I'm enthusiastic about my job	1	2	3	4	5	6	7
I feel proud of my job	1	2	3	4	5	6	7

Appendix E

How was your job performance before?

(past Job)

I was able to...	Almost Never	Rarely	Sometimes	Often	Very Often
Finish my work on time	1	2	3	4	5
Remember goal/ target of my job and achieve it	1	2	3	4	5
Set priorities	1	2	3	4	5
Do my work efficiently	1	2	3	4	5
Managed my time	1	2	3	4	5
Start doing other tasks after completing mine task	1	2	3	4	5
Take challenging task	1	2	3	4	5
Keep my knowledge up-to-date	1	2	3	4	5
Keep my skills up-to-date	1	2	3	4	5
Gave creative solutions to problems	1	2	3	4	5
Take extra responsibilities	1	2	3	4	5
Willing to take challenges	1	2	3	4	5
Actively participated in meetings	1	2	3	4	5
Used to complain about minor issues	1	2	3	4	5
made small issues into bigger	1	2	3	4	5
Focused more on negative things at work	1	2	3	4	5
Shared negative aspects of job with my colleagues	1	2	3	4	5
Shared negative aspects of job with other people as well	1	2	3	4	5

Appendix F
How you make work more engaging and fulfilling
(Current Job)

At work, I	Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree
Introduce new approaches to improve work	1	2	3	4	5	6	7
Change the scope or types of tasks	1	2	3	4	5	6	7
Introduce new work tasks suitable to my skills and interests	1	2	3	4	5	6	7
take on additional tasks	1	2	3	4	5	6	7
Give preference to work tasks suitable to my skills and interests	1	2	3	4	5	6	7
Think about how job can give life purpose	1	2	3	4	5	6	7
Think about how to make my organization more successful	1	2	3	4	5	6	7
Think about how my job become better for the broader community.	1	2	3	4	5	6	7
Think about how my work positively impact my life	1	2	3	4	5	6	7
My office role also work for overall well-being	1	2	3	4	5	6	7

Make sure employee are well at work	1	2	3	4	5	6	7
Organize and attend the social functions	1	2	3	4	5	6	7
Celebrate colleague birthdays and promotions	1	2	3	4	5	6	7
Mentor new employee (officially and unofficially)	1	2	3	4	5	6	7
Make friends at work who have similar skills or interests just like me	1	2	3	4	5	6	7