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Job Crafting As A Mediating Variable Between Proactive Personality And Employee Performance: A Review On Village Owned Enterprises

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Abstract

This study aims to examine the impact of proactive personality on employee performance and assess the role of job crafting as a mediating factor in the connection between proactive personality and employee performance. The research will utilize a quantitative methodology and encompass the entire population of 53 employees from BUMDes in Sokaraja District as the research sample. The sampling approach use saturated samples when the whole population is utilized as a research sample. The data was analyzed using SmartPLS. The data analysis revealed the following findings: 1) Proactive personality has a positive effect on employee performance, 2) Job crafting influences employee performance, 3) Proactive personality has a positive effect on job crafting, and 4) Job crafting as a mediator between proactive personality and employee performance. Implications that can be inferred from the conclusions above are that BUMDes parties are anticipated to adopt a more inclusive approach, rather than only employing a hierarchical structure in BUMDes management, to provide employees with greater autonomy to engage in job crafting.

Key words: ***Proactive Personality, Job Crafting, Employee Performance*.**

INTRODUCTION

The proactive personality trait, characterized by a proactive and self-starting attitude, has been extensively linked to various positive outcomes within the organizational context. Notably, empirical evidence suggests that individuals with a proactive personality tend to exhibit improved job performance, among other favorable workplace outcomes. According to Crant (2000), employees who exhibit a proactive mentality are not passive responders to their environment. Instead, they take an active role in shaping and influencing

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their surroundings in order to align them more effectively with their goals and values. This behavior is particularly crucial in environments that require continuous innovation and flexibility.

Employee performance, a crucial determinant of organizational success, is impacted by various elements, including personality qualities. Although the correlation between proactive personality and job performance has been shown (Li et al., 2011), the specific processes that explain this association are currently being investigated. An area of research that shows promise is job crafting, a notion first suggested by Wrzesniewski & Dutton, (2001). Job crafting refers to the proactive modifications that employees make to their job responsibilities, relationships, and perceptions.

Job crafting enables employees to customize their occupations to align more effectively with their abilities and interests, resulting in increased job satisfaction and performance (Tims et al., 2015). It encompasses tasks such as actively pursuing more duties, establishing fresh connections, and modifying the cognitive interpretation of one's job. According to Bakker et al. (2012), employees who participate in job crafting have the potential to create a work environment that is more stimulating and engaging. This can result in enhanced job performance.

Within the framework of Village-Owned Enterprises, also known as BUMDes in Indonesia, the importance of proactive personality and job crafting is particularly emphasized. BUMDes, are economic institutions that are driven by the community with the goal of promoting local economic growth and improving the well-being of village communities.The success and viability of BUMDes firms heavily rely on the proactive conduct of its employees, considering their grassroots nature and the importance of local innovation and entrepreneurship.

The objective of this study is to investigate how job crafting acts as a mediator in the correlation between proactive personality and employee performance in BUMDes organizations in Indonesia. This study not only enhances the theoretical framework regarding proactive personality and job crafting, but also provides practical insights for BUMDes management aiming to cultivate a proactive staff and facilitate job crafting activities. These insights are especially applicable for creating interventions and organizational policies that encourage proactive behaviors and maximize employee performance, thereby stimulating local economic growth and community development in Indonesia.

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LITERATURE ANALYSIS AND METHODOLOGY

Proactive Personality

Proactive Personality, as a concept related to an individual's behavior in facing challenges and developing opportunities in the work environment, has become an increasingly popular subject of research in organizational psychology. In this context, individuals with proactive personality traits are seen as having the ability to take initiative and behave actively in developing strategies, overcoming obstacles, and developing opportunities. As such, proactive personality can be viewed as an essential variable in understanding the behavior of individuals in the workplace and how they can contribute to organizational success.

According to Wang et al. (2017), proactive personality refers to a behavioral inclination to independently take action in order to establish a positive environment. Spurk et al. (2013) defines proactive personality as a concept that encompasses behavioral inclinations towards actively shaping and modifying one's surroundings. Proactive personality refers to an individual who is not easily influenced by external circumstances and takes initiative in shaping and modifying their surroundings. Autonomous persons who are not significantly influenced by external circumstances and are accountable for initiating alterations in the surrounding environment.

Individuals with a proactive attitude tend to overcome problems and initiate positive changes in their work environment (Yean et al., 2013). A proactive personality is the ability of an individual to successfully confront and overcome challenges by exploiting the opportunity to adapt to their surroundings in response to current circumstances (Kristijanto, 2019). A proactive personality is characterized by an individual's ability to identify and acknowledge existing disparities, capitalize on favorable circumstances, and proactively address challenges in their surroundings.

According to Bateman & Crant (1993), the indicators of a proactive personality can be attributed to factors such as emotional instability, the desire for activity, assertiveness, the frequency and intensity of social interactions, flexibility of thought, personal tolerance, compassionate intrapersonal orientation, and motivation towards goal-oriented behavior. In his work, Covey (2001) discusses the various internal factors that can impact proactive personality, such as beliefs, habits, and attitudes. External factors such as friends, family, money, goods, and places of worship can influence proactive personality. Intricate interplays of different internal and external factors can shape the proactive personality.

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Research has shown that having a proactive personality can significantly impact various aspects of life, including attitudes, performance, behavior, and career development (Jiang, 2017). According to Parker & Collins (2010), individuals with a high level of proactivity demonstrate a solid inclination to tackle and overcome obstacles that may arise, actively involving themselves in their work. Thus, individuals with a proactive personality can foster success in their professional endeavors, leading to heightened satisfaction with their circumstances. Therefore, the proactive personality plays a crucial role in influencing different aspects of the employee's work environment and is closely linked to the employee's output, including their performance

Job Crafting

As introduced by Wrzesniewski & Dutton, (2001), the concept of job crafting centers on the explicit emphasis on redesigning employee roles. According to Berg, Dutton, and Wrzesniewski (2008), job crafting refers to the autonomous actions taken by employees to adjust various aspects of their jobs to enhance the alignment between the job's characteristics and their needs, abilities, and preferences. As per the study conducted by Wrzesniewski & Dutton, (2001), it has been observed that employees have the potential to initiate three distinct types of changes within their job roles. Initially, it is observed that employees have the ability to formulate and design the specific tasks that they are required to complete within the workplace. As an illustration, an employee may desire to undertake diverse tasks within their work environment that necessitate the acquisition of novel skills, as they perceive their current job responsibilities to lack variety and become repetitive.

According to Tims et al. (2012), job crafting is the process of modifying a job by adjusting its activities to align with individual talents and needs to fulfill employment requirements. According to the researchers' explanation, job crafting refers to the proactive engagement of employees in making adjustments to align job demands and job resources with their capabilities by actively seeking resources.

Furthermore, it is worth noting that employees can shape the interpersonal relationships they encounter while carrying out their job responsibilities. As an illustration, an employee may frequently meet with a colleague they find inspiring. Thirdly, employees can develop their cognitive perspective towards their work by using positive cognitive reframing techniques to alter their thoughts about various aspects of their jobs. An employee demonstrates engagement in the third job crafting category when perceiving a task as mundane but consciously reinterprets it as both mundane and significant. While the nature of the task remains constant, there is a perceptual shift in the employee's perspective,

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leading to a more favorable interpretation of the task. The changes above have been found to facilitate employees in enhancing the level of engagement and meaning they derive from their work (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001).

The job crafting indicators given by Tims et al. (2012) are as follows: Enhancing structural job resources: augmenting the existing employment resources, such as autonomy and social support.; Enhancing social job resources: augmenting engagement with individuals in the workplace, including coworkers or superiors; Escalating job demands: augmenting the job requirements, such as the presence of problems and possibilities for learning; and Mitigating obstructive job demands: alleviating factors that impede performance, such as excessive workloads.

Employee Performance

Chairunnisa et al., (2020)define performance as the measure of a worker's success in fulfilling their assigned tasks, encompassing both the quality and quantity of their work. As Wibowo (2016) points out, performance encompasses the final outcomes of work and the various processes involved. Performance can be seen as the outcome of work that is evaluated based on specific criteria (Robbins, 2016). Employee performance encompasses the successful completion of work tasks with high quality, efficiency, and effectiveness within the organization (Sunarno & Ridwan (2023). From a scholarly perspective, employee performance can be characterized as the degree to which individuals effectively accomplish the assigned tasks, evaluated based on the quantity and quality of their work.

Employee performance is not solely determined by the outcomes they achieve but also by their approach to tasks and responsibilities. Factors such as motivation levels, practical communication skills, and flexibility in task execution play a crucial role in determining an employee's performance (Chairunnisa et al., 2020). Understanding one's position in the organizational structure significantly impacts individual performance quality, as highlighted by Larenza & Nirawati (2019). Put, the performance of employees is shaped by the interplay of various factors, including motivation, ability, role comprehension, and work environment conditions. These elements collectively create the context in which performance arises and evolves. Thus, by comprehending the intricate dynamics of these factors, BUMDes can foster a more conducive and efficient work environment for its employees.

Performance determines an organization's competitiveness, success, and ability to maintain market share. It is the cornerstone of a company's operations (Koopmans, 2014; Osman et al., 2016). Employee performance can be inferred to be a significant factor in

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determining the impact of human resources on the overall success of an organization such as BUMDes.

The Impact of Proactive Personality on Employee Performance

A proactive personality is defined as a personality that is marked by a firm conviction in one's own capabilities. Studies have demonstrated that persons who possess the proactive personality trait exhibit a notable inclination towards approaching tasks with excitement and initiative (Bergeron et al., 2014; Li et al., 2011; Park & Defrank, 2016). Spurk et al. (2013) also demonstrated that proactive personality has a positive influence on performance, with individuals who are more proactive tending to have higher levels of career success.

Prior studies have established a distinct and significant correlation between proactive personality and employee performance(Kim et al., 2009; Yang & Chau, 2016). Thompson (2005) conducted a study that revealed a noteworthy correlation between personnel possessing a proactive mentality and their influence on performance metrics. The cultivation of proactive personality qualities in employees is a deliberate and anticipated process aimed at generating outcomes, with a focus on the future.

When employees encounter opportunities within organizational activities, they will endeavor to identify the opportunities and the requisite experience necessary to accomplish their task objectives. They will allocate the necessary time and exert the required effort to achieve their goals and tasks to a superior standard, employing creativity in the process (Vermooten et al., 2019). Employees with proactive personalities exhibit a higher level of motivation in the context of team orientation (Juliati & Lukiyana, 2021; Turban et al., 2017). Thus, this paper puts out the following notion.

Hypothesis 1: Proactive personality has a positive influence on employee performance.

The impact of proactive personality on job crafting.

Job crafting involves the proactive behavior of employees who actively seek out resources, challenges, and ways to reduce demands to modify their jobs' characteristics (Petrou et al., 2012). A proactive personality in the workplace shares the characteristics of self-initiated behavior, where individuals take control and proactively take future action to bring about changes (Parker & Collins, 2010).

According to a study conducted by Crant in 1995, individuals with a proactive personality tend to display a higher inclination towards taking initiative, being proactive, and persisting until they accomplish substantial changes. From a research perspective, job

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crafting can be seen as a unique type of proactive behavior where employees actively modify their perceptions of their work environment and align their actions with their personal preferences, values, and skills.

Previous studies, such as a meta-analysis conducted by Rudolph et al. (2017), have indicated a positive correlation between employees with proactive personalities and their engagement in job-crafting practices. This finding is supported by the research of Teng & Chen(2019) and Zhang et al., (2018)

According to research in Self Determination Theory, individuals with autonomy-oriented personalities tend to view activities as under their control. As a result, they are more inclined to engage in proactive behaviors (Deci et al., 2017). Proactivity is the defining trait of individuals with a proactive personality. According to Deci et al. (2017), autonomy orientation highlights the importance of being proactive and showing interest. Based on the findings, it can be inferred that individuals with a proactive personality tend to exhibit greater engagement in their work. They will proactively coordinate their work resources and strive to balance resources and tasks, fostering job-crafting behavior. After carefully considering the information provided, a hypothesis can be formulated as follows:

H2: Proactive personality has a positive influence on job crafting.

The Impact of Job Crafting on Employee Performance

Job crafting involves modifying the structure of a job in a personalized manner, as described by Wrzesniewski & Dutton (2001). Tims et al. (2014) conducted research in a longitudinal context to explore the relationship between job crafting and work performance. Their findings revealed that job crafting is a phenomenon closely linked to work and can significantly impact performance. According to a study conducted by Lee, J. Y., & Lee (2018), employees can exert more control over their external work environment by engaging in job crafting. This practice has been found to have a positive impact on performance.

This link can be attributed to the fact that job crafting enables individuals to obtain resources that can be allocated towards improving job performance. Additionally, it can facilitate the development of skills required for handling more intricate jobs by increasing the level of problems involved (Tims et al., 2013). Gordon et al., (2018) discovered that job crafting had a beneficial impact on the performance of health care workers in both the United States and the Netherlands.

Lyons (2008) discovered a direct correlation between efforts made by employees to shape and customize their job responsibilities and an improvement in performance among

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107 salespersons working outside the office.. Furthermore, findings in a meta-analysis by (C. Rudolph et al., 2017) demonstrated that enhancing the availability of job-related resources had the greatest impact on performance outcomes in the context of job crafting.

The resources involved in job crafting and the demanding nature of job tasks have a significant impact on performance (A. B. Bakker et al., 2012). When employees proactively expand their workload, they will subsequently enhance their performance. When individuals alter their perspectives on jobs, cultivating a positive attitude will enhance their enjoyment of their work and thus lead to improved performance.

Research has shown that job crafting in employees can positively impact their well-being and performance. Several studies have found evidence supporting this claim (Lazazzara et al., 2019; Rudolph et al., 2017; Tims et al., 2015; Weseler & Niessen, 2016). According to the provided information, the hypothesis that has been developed is as follows:

Hypothesis 3: job crafting has a positive influence on employee performance.

The Influence of Job Crafting in Mediating Proactive Personality on Employee Performance

Job crafting, a crucial strategy that significantly improves employee performance, has been highlighted in a recent study (Yu et al., 2022). It's not just about improving the overall performance of individuals within an organization, as shown in previous studies (Tims et al., 2012). It's about the role of proactive personality in the work creation process, as established by a study conducted by Bakker et al. (2012). This proactive personality has a direct impact on job engagement and ultimately leads to improved employee performance. This intriguing aspect of job crafting and its impact on employee performance is worth exploring further.

Job crafting is seen as employees making autonomous changes to their work to meet their psychological needs for autonomy, competence, and relatedness. This concept is discussed within the framework of the Self-Determination Theory. Job crafting allows employees to exert more control over external factors in the work environment, leading to enhanced employee performance (Lee & Lee, 2018). Based on the findings, it is evident that proactive personality plays a crucial role in shaping job crafting, directly impacting employee performance. After carefully analyzing the provided descriptions, a hypothesis has been formulated:

H4: Job crafting mediates the influence of proactive personality on employee performance.

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The conceptual model of this research can be seen in the following conceptual model:

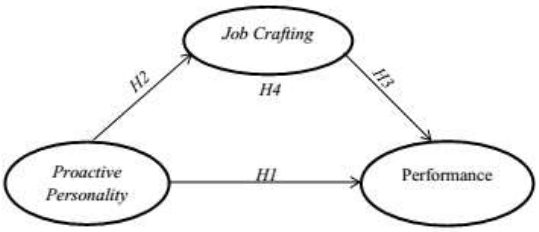


Figure 1. Framework

RESEARCH AND RESULTS

This study is a quantitative descriptive investigation that aims to clarify the impact of independent factors on the dependent variable. The focal variables in this investigation are employee performance, proactive personality, and job crafting. The participants in this study were workers of BUMDes (Village-Owned Enterprises) in Sokaraja District. The sampling approach employed in this study utilized a saturated sample, which involves selecting the whole population as the sample. The total number of employees included in the sample was 53. This study employed the survey methodology to collect data using a questionnaire. The Proactive Personality construct is assessed using the assessment developed by Bateman & Crant (1993), while Job crafting is assessed using the measurement developed by Tims et al. (2012). The performance metrics are derived from Robbins (2016) measurements. Every survey uses a Likert scale ranging from 1 to 5. Smart PLS is utilized for data analysis.

RESULT

The initial action is to assess the outer model in order to determine the validity and reliability of the indicators. The loading factor value must exceed 0.7, and if the correlation value is below 0.7, the indicator is eliminated. The test findings indicate that all indicators exceed 0.7. This indicates that the notion possesses strong convergent validity.

Tabel 1. Variables, Indicators, Loading Factor, AVEs and Composute Reliability

Varibles	Indicator	Loadings Running	Cronbach's Alpha	AVE	Composite Reliability
EP	EP1	0,866	0,920	0,752	0,938

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	EP3	0,853			
	EP4	0,894			
	EP8	0,844			
	EP9	0,879			
JC	JC2	0,915	0,910	0,848	0,943
	JC4	0,920			
	JC5	0,927			
PP	PP1	0,883	0,936	0,758	0,949
	PP2	0,909			
	PP3	0,913			
	PP4	0,765			
	PP5	0,899			
	PP6	0,845			

Source : Processed data, 2024

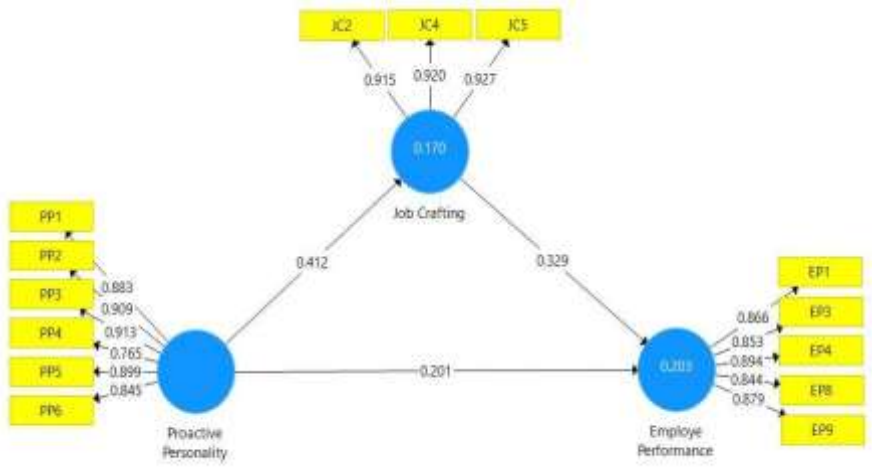


Figure 2. Structural Equation Modelling

Acceptance of H1, H2, H3

Hi	Relationships	Org. Sample	T.Stat	P-Value	Result
H1	Proactive Personality ->	0,343	2,534	0,012	Accepted

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Tabel 2. Org.

	Employe Performance				
H2	Proactive Personality -> Job Crafting	0,412	3,558	0,000	Accepted
H3	Job Crafting -> Employe Performance	0,329	2,210	0,028	Accepted

Sampel, T statistic, P Value and Result

Source : Processed data, 2024

Mediation Effect can be concluded by VAF value.

$$VAF = \frac{Pengaruh\ Langsung}{Pengaruh\ Tidak\ Langsung}$$

$$VAF = \frac{0{,}343}{(0{,}343) + (0{,}412\ x\ 0{,}329)}$$

$$VAF = 0{,}72 \text{ or } 72\%$$

Source : Processed data, 2024

Based on the VAF value being above 80%, it can be inferred that the Job Crafting partially mediates the relationship between Proactive Personality and Employee performance.

DISCUSSION

Proactive Personality on Employee Performance

The first hypothesis which states that proactive personality has an effect on performance is proven, this is because the P-Value value of 0.012 is less than the alpha value of 0.05, which means the hypothesis is accepted.

The relationship between proactive personality and employee performance is found to be statistically significant. Individuals exhibiting proactive personality traits are found to have a higher propensity for taking initiative and engaging in proactive behaviors aimed at

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developing effective strategies, overcoming obstacles, and capitalizing on opportunities. Consequently, individuals have the potential to enhance their job performance.

The exam results indicate that a proactive personality positively impacts employee performance, which is acknowledged. This demonstrates that the proactive nature of BUMDes personnel will impact the results they generate. This implies a positive correlation between the level of proactive personality exhibited by employees and the performance they achieve.

This study defines proactive personality as the inclination of employees to recognize possibilities, display initiative, take decisive action, and demonstrate persistence. The data processing of the proactive personality test questions indicates that the average value reflects high outcomes. This indicates that BUMDes staff possess a proactive disposition.

The findings of this study indicate that employees of BUMDes demonstrate a proactive approach by actively initiating actions, seizing opportunities, seeking innovative ideas, and displaying perseverance to bring their ideas to fruition. The initiatives, opportunities, and ideas possessed by employees of BUMDes will be effectively implemented in their endeavors to enhance task performance, align with established objectives, and attain work targets, thereby yielding improved overall performance.

Furthermore, this finding provides evidence that individuals who possess proactive personalities can satisfy their need for autonomy by exerting control over their actions to pursue their own initiatives, seize opportunities, and implement their ideas. Furthermore, the implementation of various initiatives aimed at improving their work can have a positive impact on their perceived competence.

This finding is consistent with other research that has identified proactive personality as a significant predictor of success (J. Michael Crant, 1995; Thompson, 2005; Z. Zhang et al., 2012)

Proactive Personality on Job Crafting

The second hypothesis which states that proactive personality has an effect on job crafting is proven, this is because the P-Value value of 0.000 is less than the alpha value of 0.05, which means the hypothesis is accepted.

The test data analysis indicates that Hypothesis 2 (H2), which proposes that proactive personality has a positive impact on job crafting, is supported by the evidence. The findings show a significant relationship between the proactive personality exhibited by BUMDes employees and the performance outcomes they generate. There is a positive

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relationship between employees' proactive personality level and their engagement in job-crafting activities.

The relationship between proactive personality and Job Crafting is statistically significant. Job crafting refers to the deliberate and proactive actions taken by individuals to modify and adjust their tasks and responsibilities to enhance their work enjoyment and meaningfulness. It involves a conscious effort on the part of employees to shape their job roles in a way that aligns with their personal values, strengths, and interests. By engaging in job crafting, individuals aim to create a more fulfilling and satisfying work experience for themselves. Proactive Personality, which refers to an individual's inclination to proactively take initiative and engage in actions aimed at modifying and improving their work environment, is considered a significant factor in the phenomenon of Job Crafting.

Previous studies have demonstrated a positive correlation between Proactive Personality and Job Crafting. Individuals exhibiting proactive personality traits have a higher propensity to formulate and implement efficacious strategies for confronting challenges and capitalizing on opportunities. Moreover, they demonstrate enhanced aptitude in modifying and adjusting tasks and responsibilities to augment job satisfaction and significance.

According to Crant, (1995), individuals with a proactive personality are more inclined to exhibit proactive behaviors such as taking initiative, engaging in action, and persisting until they achieve substantial change. BUMDes employees with proactive personalities are strongly inclined to actively seek out opportunities and take the initiative to bring their ideas to fruition. The manifestation of this phenomenon can be observed in the data collected through the research instrument, where certain items exhibit significantly elevated values. It can be inferred from the findings that proactive personality plays a crucial role in motivating employees to modify their work behaviors proactively through their initiatives and ideas, ultimately leading to the creation of positive changes within the workplace.

The findings of this investigation align with prior scholarly inquiries that have demonstrated a positive association between employees possessing a proactive personality and engaging in job-crafting behaviors (Teng & Chen, 2019; Zhang et al., 2018). Individuals with a proactive personality tend to exhibit proactive behaviors in managing their work resources and making necessary adjustments to achieve a harmonious balance between available resources and assigned tasks. This, in turn, fosters the development of job-crafting behavior.

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Job Crafting on Employee Performance

The statistical analysis supports the third hypothesis, which states that job crafting impacts performance. This is evident from the P-value of 0.028, which is lower than the predetermined alpha value of 0.05, indicating that the hypothesis is accepted.

The test results confirm the acceptance of H3, which posits that job designing has a beneficial impact on employee performance. This demonstrates that the use of job crafting methods by BUMDes personnel will have an impact on the performance they generate. Consequently, the performance of BUMDes employees improves when they engage in increasing levels of job crafting.

Job crafting, as initially proposed by Wrzesniewski & Dutton (2001), is a proactive approach where employees modify and adjust their tasks and responsibilities to heighten their overall job satisfaction and sense of purpose. This concept can be viewed within the framework of the Job Demands-Resources (JD-R) theory. As per this theory, employees who possess abundant job resources are better equipped to effectively manage and navigate through demanding job requirements, thereby leading to improved organizational performance.

There are important links between the JD-R (Job Demands-Resources) theory and the Job Crafting theory. When examined together, these two theories provide valuable insights into the dynamics of job design and employee well-being. The JD-R theory focuses on the interplay between job demands and job resources, suggesting that high job demands can lead to burnout and that low job resources can result in a lack of motivation and engagement. On the other hand, the Job Crafting The JD-R theory, developed by A. Bakker & Demerouti (2007), provides a framework for understanding the impact of job demands and job resources on organizational performance. According to this theory, job demands refer to physical, psychological, social, or organizational aspects that require sustained effort and are associated with specific physiological and psychological costs.

On the other hand, job resources are a job's physical, psychological, social, or organizational aspects that are functional in achieving work goals, reducing job demands, and stimulating personal growth and development. As conceptualized by Wrzesniewski & Dutton (2001), job crafting is a proactive behavior through which employees shape and redefine their job tasks and responsibilities to increase work pleasure and meaningfulness. It involves changing the cognitive, relational, and task boundaries of one's job and aligning it with one's personal values, strengths, and passions. Employees can enhance their job satisfaction, engagement, and overall well-being by engaging in job crafting. In summary, the JD-R theory provides a theoretical framework for understanding the impact of job demands

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and job resources on organizational performance. At the same time, Job Crafting offers a practical approach for employees to actively shape their job tasks and responsibilities to increase work satisfaction and meaningfulness. Therefore, the simultaneous utilization of the JD-R and Job Crafting theories can provide valuable insights into the interplay between job demands, job resources, and their impact on organizational performance. Additionally, this approach allows for a deeper understanding of how employees can actively enhance organizational performance by engaging in Job Crafting behaviors.

Job crafting is a practice carried out by BUMDes employees to enhance their work experience. This is achieved by augmenting the resources available for their tasks, fostering more relationships with colleagues, amplifying current job demands, and mitigating performance hindrances such as excessive workload. The BUMDes employees have engaged in these activities, as evidenced by the high average score on the questionnaire. This indicates that employees of BUMDes in the Sokaraja Sub-district are engaging in job crafting.

The job crafting efforts made by employees at BUMDes will probably result in improved work outcomes, as they have tailored their job responsibilities and expectations to align with their individual needs and available resources. This study's findings align with other research, indicating that job crafting has a beneficial effect on performance (Tims et al., 2015b; Weseler & Niessen, 2016).

Job Crafting mediates the relationship between Proactive Personality and Employee Performance

The test results indicate that the fourth hypothesis, which states that job crafting mediates the influence of proactive personality on employee performance, is accepted. Based on the data analysis results of the previous hypothesis, it is shown that proactive personality has an impact on employee performance.

Based on the results of the VAF test, job crafting has been proven to be a mediating variable. The influence of proactive personality on employee performance is present even when including job crafting as a mediator variable. This indicates that job designing can mediate the relationship between proactive personality and employee performance. Furthermore, the results indicate that when employees are able to integrate their proactive personality into work creation practices, it leads to improved performance.

The findings of this study are consistent with previous research on the influence of proactive personality on job crafting (Teng & Chen, 2019; L. Zhang et al., 2018), as well as the mediating role of job crafting (A. B. Bakker et al., 2012; Christian et al., 2011).

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CONCLUSION AND RECOMMENDATIONS

The analysis conducted in this study led to several significant conclusions, as stated in the description. Firstly, it is essential to emphasize that a proactive personality has been found to have a considerable positive impact on employee performance. Numerous studies have shown that individuals with proactive personality traits tend to exhibit higher levels of motivation, initiative, and problem-solving abilities, which in turn contribute to enhanced employee performance. This suggests that employees who possess a proactive personality are more likely to take the initiative to recognize and capitalize on opportunities, exhibit a proactive approach to work tasks, and demonstrate a higher level of engagement and commitment to their job responsibilities. Overall, Furthermore, it is essential to highlight that job crafting has been discovered to have a significant positive impact on employee performance.

Furthermore, empirical evidence has consistently demonstrated that individuals with a proactive personality exhibit a positive effect on job crafting. Research has also indicated a significant association between proactive personality and career calling. The present study investigates the potential mediating role of job crafting in the relationship between proactive personality and career calling on employee performance. It is hypothesized that employees with a proactive personality are more likely to engage in job crafting behaviors, which subsequently leads to improved performance outcomes.

The present study aims to contribute to the existing body of knowledge by investigating the relationship between proactive personality, job crafting, and employee performance. Drawing upon Self Determination Theory and Job Demand Theory as a theoretical framework. This research seeks to shed light on the potential effects of proactive personality and job crafting on employee performance. The anticipated outcomes of this investigation are poised to make a valuable contribution to the advancement of the existing theoretical framework and hold potential for facilitating subsequent research endeavors.

Nevertheless, it is important to acknowledge that this study is not without its limitations. Firstly, it is important to note that the present study solely focuses on intrinsic factors as independent variables. Therefore, it is recommended that future research endeavors incorporate extrinsic factors in order to obtain a more comprehensive understanding of the phenomenon under investigation. Furthermore, it is important to note that the scope of this study is confined to the Sokaraja Sub-district area. Therefore, caution should be exercised when attempting to extrapolate the findings to encompass all BUMDes employees in other regions. Further investigation is warranted to expand the scope of research to encompass a broader geographical region. Furthermore, it is important to note

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that the scope of this study was limited to BUMDes, which may limit the generalizability of the findings to other sectors. Therefore, caution should be exercised when applying these results to different contexts. Further investigation is advised to delve into various sectors.

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