

Job Autonomy and Work Engagement: The mediating role of job crafting and the moderating role of proactive personality

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Abstract

Job crafting elucidates the bottom-up process of how employees in an organization take part to make changes in work boundaries to play an effective and valuable role in respective professions. The main purposes of this study were to ascertain: the mediating role of job crafting between Job Autonomy and that of Work Engagement; the moderating role of proactive personality between job autonomy and job crafting; and the moderating role proactive personality between job crafting and work engagement. Cross-sectional design was used to conduct the research and data was collected by means of 37 item questionnaires. Adopted from previous studies questionnaire was developed and demographic information was also collected to testify like age, marital status, gender, level of job, qualification, tenure and nature of organization. Sample population consists of individuals from different SME sectors like education, manufacturing industry, FMCG (malls), hotels and hospitals. As job crafting is related to every sector of life so the main idea behind generating data from diversified population was to test the applicability of the model to all the sectors. Data was analyzed in two steps, SEM approach was used to test the model in AMOS Graphics with bootstrapping technique, whereas mediation and moderation were tested by using Hays process macros in SPSS. On analyzing results it was concluded that job crafting plays a significant positive mediating role among job autonomy and work engagement. Further this study also indicated that individuals with highly proactive individuals more likely present intentions towards job crafting as well as demonstrate more engagement towards jobs as compared to low proactive personality individuals.

Keywords: Job Crafting (JC), Job Autonomy (JA), Proactive Personality (PP), Work Engagement (WE)

1. Introduction

In recent decades, the nature of jobs have being changing due to sudden transformation of the working atmosphere mainly caused by rapid and faster product innovations, embankment of global competition, shifting traditional manufacturing economies to fast growing service and knowledge acquiescing economies with swift progression of information technologies (Sekiguchi et al., 2017). Besides, as working conditions become more unpredictable and more unclear, it is needed to focus on flexibility, team-working, interdependency and integration in today's organizations. These

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transformations of working life have also begun to change the current applications in job design theory (Cullinane, 2014; Malinowska, et al., 2018).

Traditional theories related to workplace practices, such as the theory of job characteristics (Hackman and Oldham, 1980) and job design approach (Campion, 1988) suggest that employees can motivate themselves by designing their work. However, in modern organizations employees are capable to have some leeway to which they can change their work design, there is a growing interest to understand that how employees tend to change, shape or influence their jobs. Wrzesniewski and Dutton (2001) denote this effect as phenomena of "job crafting". They defined job crafting as steps or activities taken by workers to shape, reshape, define and redefine their work. Job crafting also may include preparation of the work and may involve changing the work as a whole or some part of the work, the way of working or interacting with individuals (Orth & Volmer, 2017; Nagy et al., 2019). Job crafting also take custom of reducing work related hindrance by considering one's own job related resources and challenges as well.

Keeping in view of the needs and requirements, not only organizations tend to design their jobs but also employees actively trend to redesign their jobs themselves. Previous researchers argues Job Crafting to be claimed as a type of self-directed proactive manner (Crant, 2000; Niessen, 2016), resultantly which influence persons to develop their capability to adjust themselves with job related requirement, and also improve their work and changing the means their work identity. In recent years, job crafting has established considerable attention in organizational research. A number of different researches have investigated job crafting activities for a number of diverse occupations (Sturges, 2012; Buil et al., 2018). The findings of such research studies have shown that people who tend to create their own work activities are likely to get motivated more actively towards their job and represent more job commitment (Petrou et al., 2012) also achieve healthier results, remain more successful, also they experience considerable advanced well-being levels at workplace (Tims et al., 2013; Wang et al., 2017).

Though researchers (Bakker et al., 2017) have argued that on both individuals and organizations the job crafting creates positive effects, but they explain it without making it clear that from which source it gets originated. The present study therefore had three main objectives to address. First, it was aimed to identify the role of job autonomy on job crafting. Second, an attempt was made to test work engagement through the individuals who exhibits attitude towards job crafting. And lastly an attempt was made to investigate that individuals who are proactive in behavior are more likely to show intentions to get involved in job crafting and by this way they tend to influence their own workplace engagement. Although some previous research may provide evidence for the said contention, but largely it remains unidentified why it exists.

2. Literature Review

2.1 Job Crafting

Job crafting is a behavior through which individuals by taking actions create favorable conditions by showing proactivity towards future orientation (Bindl and Parker, 2011; Grant and Ashford, 2008). Wrzesniewski and Dutton (2001) suggested that individuals tend to make changes into previously created job activities by making changes in work routines and its limits of relationship to change the identity of work. In this study, two main streams of work creation are used, namely the creation of tasks and the creation of relationships. Task creation involves employees who actively shape their work tasks by practicing more or lesser work activities, by changing the span of respective assigned tasks and by making changing to the ways to carry out tasks. Relationship building refers to changing the quality and number with them the interactions with other people in the workplace. The employees decide with whom they interact more or less intensely during the work.

The proactivity of the staff and relational features of the work are reproduced in job redesign theory, which highlight that the process of redesign starts from below. Employees are also seen as innovators. They importantly participates in the work redesign process (Guan et al., 2018). On the basis of their qualitative study, Wrzesniewski and Dutton (2001) demonstrated the phenomenon of the creation of work and constructed their theoretical framework. Their research also help them to stimulate quantitative research and further help in context-specific measurement scales development. Along with Tims et al. (2013), they also stressed that job owners are likely to take part in initiating a bottom-up activities related to job redesign. The job crafting behavior depends on shifting job demands which can be connected to individual job crafting practices, and change in provided job resources can related to relational crafting (Demerouti et al., 2015). However in spite of these likenesses, different concepts provide alternate perspectives to view job crafting, as well.

2.2 Job Autonomy and Job Crafting

Job autonomy can be defined as the scope or freedom provided to employees by which they can control for how and when they perform assigned tasks (Spector, 1986). Autonomy is also considered as important factor for job crafting (Leana et al., 2009). It is generally accepted that the more autonomy if and when granted to employees, the greater the probability that these people will use this as discretions to configure job tasks.

Job crafting theory states three basic needs to get an employee motivated to craft their jobs: (i) considerable control over significance of work, (ii) positive and affirmative self-image and (iii) connecting with peers and other networks (Berg, Dutton & Wrzesniewski, 2010; Kim et al., 2018; Bakker & Oerlemans, 2019). Also have shown that employee expectations of autonomy at job is considered as limitation while crafting job at work. Based on these three basic requirements, employees in an organization evaluate the job crafting opportunity. The apparent opportunity to craft a job can be denoted as to the sense of discretion and freedom that individual feel through job autonomy. It helps to realize that these three basic needs are fulfilled by job crafting at work. As a result of this job autonomy

creates and prepare employees to perceive an opportunity to craft job. Similarly provision of job autonomy at work helps to stimulate employees to craft jobs by signaling that they have the independence and opportunity to take initiatives to make changes to job design. Research also shows a positive relation between high level of job autonomy which in turn encourages employees to take part in activities like redefining of roles, to adapt broader responsibilities and revise limitations to make impact (Sekiguchi et al. 2017; Li & Hosomi, 2017; Villajos et al., 2019).

The expectations of occupational autonomy refers to an individual belief regarding the provision of degree of freedom to which he or she can work autonomously (Katz & Kahn, 1978). Although the argument regarding influential relation between job autonomy and job crafting has been theoretically developed and empirically verified. We state this baseline as an estimate to hypothesis regarding developing theoretical concept (Andersson, Cuervo- Cazurra, & Nielsen, 2014) and seek to investigate how job autonomy expectations at work place exhibit relationship to job crafting through perceptions of personality. Keeping in view of above said discussion, we argues;

Hypothesis 1: Job autonomy is positively related to job crafting.

2.3 Job Autonomy, Job Crafting and Work Engagement

Work engagement is defined as work related positive mental state, characterized by strength and considerable absorption in work (Schaufeli et al., 2009). Essentially, work engagement implies how staff and workers may practice at work as inspiring, feeling energetic, and a place where they really want to spent time and make effort to get job done (a component of vigor) in a manner that is significant in quest (dedicated) and something to which they feel really involved with absorption (Robledo & Zappal, 2019). Research conducted by Schaufeli et al., (2009) have shown results that those individuals who show more engagement in work tend to influence the events that may affect their life and are found more energetic as compared to less engaged individuals.

Matso (2018) reported that the search for resources possess a positive and indirect relation with extra role behavior (like performance, creativity) which expressively depends upon the context. Similarly the decrease in resources had negative relationship with work engagement. Many researches are consistent to show that job resources are positively related with employee engagement at work (Bakker & Oerlemans, 2019). Job resources justify the elementary people requirements, such as the need or demand for competence, relatedness and autonomy as well (Debus et al., 2019). It is important that in a high job demand work engagement is found highly influenced by job resources. So when employee's deal with high demanding jobs (challenges) and are provided with enough job resources, so they can thrive in work activities and perform excellently. As a result, more proactive employees can change their working environment to become more resourceful and sophisticated (that is, behave in creating jobs) are more engaged (Mushtaq A. Siddiqi, 2015).

In this research paper we put effort to focus on the mediating role of job crafting between job autonomy and that of work engagement, by arguing that individuals who intended to craft their jobs will

show more work engagement. Only those employees can work in more challenging and resourceful environment who can increase their demands as well. Bakker (2017) argued that working environment facilitates work engagement. As an example from study public sector employees of Finnish dentists, Hakanen et al. (2005) have argued that in challenging jobs like having emotional demands, work pressure and high job resources environment like diversified skill sets tends to facilitates work engagement. In a study conducted on senior managers and executives in Dutch telecom sector by Schaufeli et al., (2009) found that, for a period of one year, work engagement was influenced by job resources. Also increased autonomy was found as positive predictor of work engagement which helps decrease in absenteeism. Some empirical researches explain results that job resources correlate significantly with work engagement (Saks et al., 2007; Dubbelt et al., 2019). Employees who involves themselves in job crafting activities proactively and deliberately effort to line up their working conditions to self needs and abilities. Such proactivity also helps to struggle for analogy with working environment. Such individuals by mobilizing provided job resources attempts to create challenge at work which helps to foster that environment by passion and absorption which is characterized as engagement. Based on above said literature, we framed our hypothesis.

Hypothesis 2: Job crafting is positively related to work engagement.

Hypothesis 3: Job crafting plays a significant mediating role between job autonomy and work engagement.

2.4 Proactive Personality as Moderator

The phenomena of stable tendency to make an impact on environment, relevantly a dispositional tendency to make a behavioral effect on variety of situation, is known as a personality trait called proactivity (Batman and Crant, 1993). Buss (1987) argues that proactive individuals intentionally tend to make an impact on circumstances not only limited to behavior but also includes physical environment. Proactive individuals possess tendency to identify opportunities and take actions to produce meaning results (Bakker, 2017; Viet, 2018). At same time many individuals adapts changes according to environment, whereas individuals with proactive personality by taking personal initiatives make impact on environment.

Many investigations have shown that the proactive personality is a characteristic that describes the exceptional deviation of the criteria beyond the criteria established by five different personality factors. As an example, both (Crant, 2000; Caniels & Semeijin, 2017; Zhangand and Li, 2018) demonstrated that individuals with proactive personality behavior exhibit positive association with independent subordinate rating of charismatic leadership. Job crafting can be presented in the form of proactive behavior. According to Crant (2000) proactive personality predicts proactive behavior. Erdogan & Bauer (2005) defined proactive personality as the degree of orientation that an individual take during orientation. Whereas some researcher states proactivity of an individual to the ability of a person influence his or her environment.

The trait of influencing work engagement is a major aspect of proactive personality which can be related to job crafting. As discussed earlier in crafting job an individual tends to change the boundaries of its job by aligning it with its own interests and needs. Thus in individual practicing job crafting at work place proactive behavior to influence engagement (Crant, 2000). This clearly implies that in comparison to none or less proactive employees, employees with a proactive personality will show intentions in adapting their work related activities within the organization, towards its own strengths and interests, or towards the job resources and demands (Vermooten et al., 2019). So by adapting in response to the changes at workplace, these employees will intend to show increased level of performance (Bakker et al., 2017) and will show more of work engagement. Based on said literature review, we framed two hypothesis.

Hypothesis 4: Proactive personality plays significant moderation between autonomy and job crafting.

Hypothesis 5: Proactive personality plays significant moderation between job crafting and work engagement.

2.5 Conceptual Framework

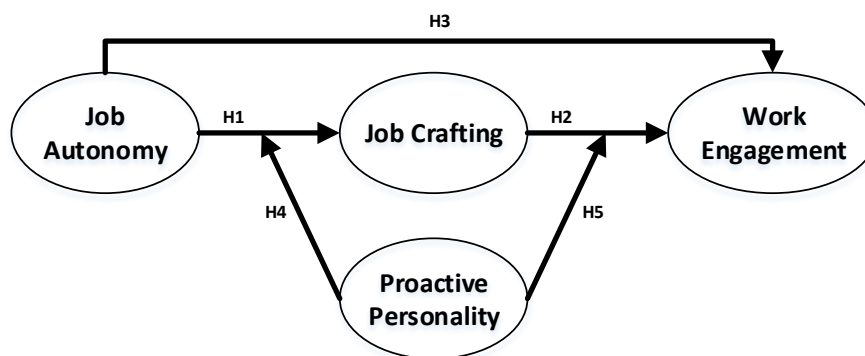


Figure No. 1 Research Model

3. Research Methodology

3.1 Measurement

Items used in the survey questionnaire were adapted from different previous researches. For answering the item statements of survey, a five point Likert-type scale, with having five interval expressions has been used. The overall scale reliability was good (Cronbach's α 0.947) and was measured for 38 scale items. In separate construct reliability it was found that all the variables reached the statistical threshold ($\alpha > 0.7$) including job autonomy (.874), job crafting (.922), proactive personality (.877) and work engagement (.861), respectively.

Job Autonomy was measured by using 09 Items from Hackman & Oldham (1980) with extent 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree were used.

Job Crafting behavior was measured by using 14 items developed by Wrzesniewski and Dutton's (2001) with scale 5 for very often, 4 for often, 3 for neutral, 2 for ever and 1 for hardly ever, respectively.

Proactive Personality was measured by adopted from Kickul & Grundy (2002) with measures to be 5 for strongly agree, 4 for agree, 3 for neutral, 2 for disagree and 1 for strongly disagree.

Work engagement was measured using instrument developed by Schaufeli & Bakker (2009).

Along with said variables, information regarding seven different demographics included age (in years), gender (male, female), qualification (years of education), marital status (married, un married), level of job (position title) and tenure of job (in number of years and months) was also acquired.

3.2 Sampling and Data Collection

The sample population consists of individuals from five different domains including manufacturing, FMCG, hotels, education and hospitals. The main idea behind selection of such diversified population was to investigate the trend that how individuals from different sectors pay response to the intention of job crafting and how much actively they remain engaged in their jobs. The sample (proposed) for the study consisted of 750 employees who were working in five different sectors, was determined by using convenient sampling method. Prior to conduct study as a whole, pilot testing was conducted with distributing 80 questionnaires and after rejecting incomplete data survey forms and outliers only 705 questionnaire (78%) have been accepted as valid and carried for in depth evaluations. Questionnaire survey data collection method was used to collect data.

4. Results

4.1 Participants Demographics

Table 1 of respondent demographics shows details regarding scale frequency and percentage. Data shows that majority of the respondents (96.5%) lies between 25 to 42 years of age. The number of female participants were 194 (27.5%) and that of male were 511 (72.5%). To qualification most of the respondent qualification lies between intermediate to master (87.1%). Majority of the participants were unmarried 496 (70.4%) and 209 (29.6%) were married. Five different business sectors were selected to collect data. Participants from manufacturing 146 (20.7%) from education 140 (19.9%) from FMCG 155 (22%) from hotels 153 (21.7%) and from hospitals 111 (15.7%) took part in study.

Table No. 1. Demographics (N=705)			
Variable	Scale	Frequency	Percentage
Age	18-24	13	1.8
	25-31	163	23.1
	32-37	245	34.8
	38-42	272	38.6
	43-49	12	1.7
Gender	Female	194	27.5
	Male	511	72.5
Qualification	Less than matric	26	3.7
	Matric	52	7.4
	Intermediate	185	26.2
	Graduation	248	35.2
	Master	181	25.7
	MS/ M.Phil & above	13	1.8
Marital status	Unmarried	496	70.4
	Married	209	29.6
Nature of organization	Manufacturing	146	20.7

	Education	140	19.9
	FMCG	155	22.0
	Hotels	153	21.7
	Hospitals	111	15.7

4.2 Reliability and Validity

Tests for reliability and validity were carried, where Table 2 demonstrate results for factor loading, reliability and validity. Table shows value of Cronbach's Alpha 0.874 for job autonomy, 0.922 for job crafting, 0.877 for proactive personality and 0.861 for work engagement. Where the total value of alpha for whole scale is 0.947. As the scale was adapted from the previous researcher so it was finalized to use the same because with certain increase in number of responses it is more likely to increase in alpha values. From results the value of KMO (0.930) was greater than the recommended 0.800 (Kaiser, 1970) and Bartlett's test of sphericity was found significant ($p < .05$). From Table 2 all the values for composite reliability values are greater than that of required values ($CR > 0.7$). Also table shows all Average Shared Squared Variance (ASV) to be less than that of Average Variance Extracted (AVE) for all variables which means all the variables converge into their construct by establishing convergent validity (Garver and Mentzer, 1999). Further the AVE values (except JC) are greater than recommended value 0.5, thus established discriminant validity (Hair et al., 2014). Only AVE value of JC (0.448) is approaching 0.5 and very close to it, thus considered adequate. Analysis showed results, regarding items used in the scale, loaded into their respective constructs, thus enable us to anticipate and use the same for further analysis.

Table No. 2. Reliability and Validity Statistics (N=705)								
Sr. #	Variable	N of Items	Item	Factor Loading	Cronbach's Alpha (≥ 0.7)	Composite Reliability	AVE	ASV
1	Job Autonomy	7	JA1	.709	.874	0.876	0.502	0.380
			JA2	.692				
			JA3	.642				
			JA4	.760				
			JA5	.610				
			JA6	.677				
			JA8	.696				
2	Job Crafting	14	JC1	.448	.922	0.919	0.448	0.395
			JC2	.653				
			JC3	.581				
			JC4	.614				
			JC5	.631				
			JC6	.668				
			JC7	.594				
			JC8	.577				
			JC9	.687				
			JC10	.672				
			JC11	.688				
			JC12	.764				
			JC13	.691				
			JC14	.526				
3	Proactive Personality	3	PP2	.676	.877	0.900	0.758	0.285
			PP3	.849				
			PP5	.839				
4	Work Engagement	6	WE1	.790	.861	0.862	0.519	0.341
			WE2	.775				
			WE3	.813				
			WE4	.764				

			WE5	.473				
			WE7	.480				
	Total	30			.947	-	-	-

4.3 Correlation

Table of correlations shows results of relevantly moderate correlation values among the variables, where the results are positive in nature and have a significant results. This means that there exists the sagacity of association among all the variables and are suitable for prediction of model.

Table No. 3. Correlation							
Variable	M	SD	I	II	III	IV	
I. Job Autonomy	26.34	4.77	-				
II. Job Crafting	55.77	9.01	.590**	-			
III. Proactive Personality	11.43	11.43	.576**	.521**	-		
IV. Work Engagement	21.91	3.76	.552**	.620**	.474**	-	
Notes:- n=705 *p<0.05; **p<0.01; ***p<0.001							

4.4 Measurement model (CFA)

To ensure the relationship among latent variables confirmatory factor analysis (CFA) was carried through. Regarding fitness of measurement model the value of Chi-squared per degree of freedom (CMIN/DF) should be equal or less than 5.0 (Marsh and Hocevar, 1985), Comparative fit index (CFI) should be greater or equal to 0.9 (Bentler, 1990), Incremental fit index (IFI) must be equal or more than 0.9 (HU and Bentler, 1999), Root mean squared error of approximation (RMSEA) should be less or equal to 0.08 (Browne and Cudeck, 1993). Table 4 indicates all threshold values of confirmatory factor analysis to meet the criteria.

Table No. 4 Fitness Index of CFA Model		
Index	Value	Comment
CMIN/DF (≤ 5.0)	4.365	Achieved
CFI (≥ 0.9)	0.900	Achieved
IFI (≥ 0.9)	0.900	Achieved
RMSEA (≤ 0.08)	0.069	Achieved

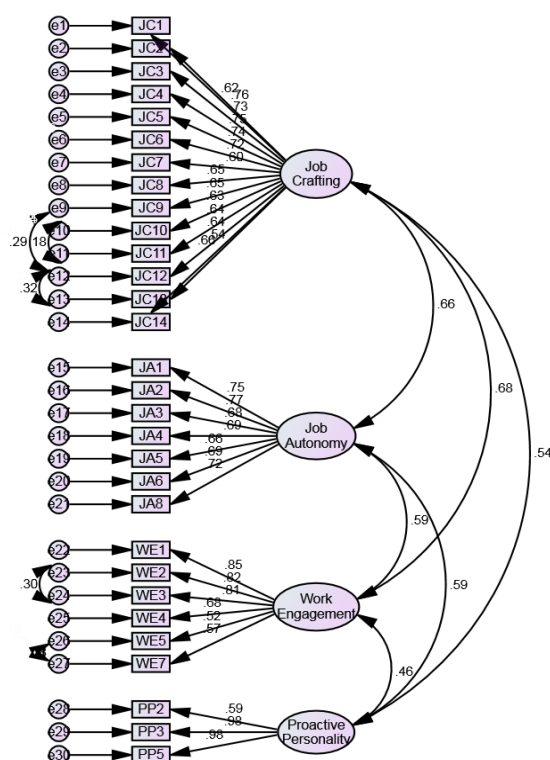


Figure No. 2 Measurement Model

4.5 Structure Equation Model

After testing for model fitness, in order to analyze causal relationships between construct SEM was performed. Table 5 indicates that our conceptual model has achieved all threshold values for SEM model fit, to meet the criteria. Hence this model was used to test the hypothesized relationships between variables. Table 6 shows significant ($p < 0.05$) results for testing relationship hypothesis between JA, JC & WE.

Table No. 5 SEM		
Index	Value	Comment
CMIN/DF (≤ 5.0)	3.611	Achieved
CFI (≥ 0.9)	0.920	Achieved
IFI (≥ 0.9)	0.921	Achieved
RMSEA (≤ 0.08)	0.061	Achieved

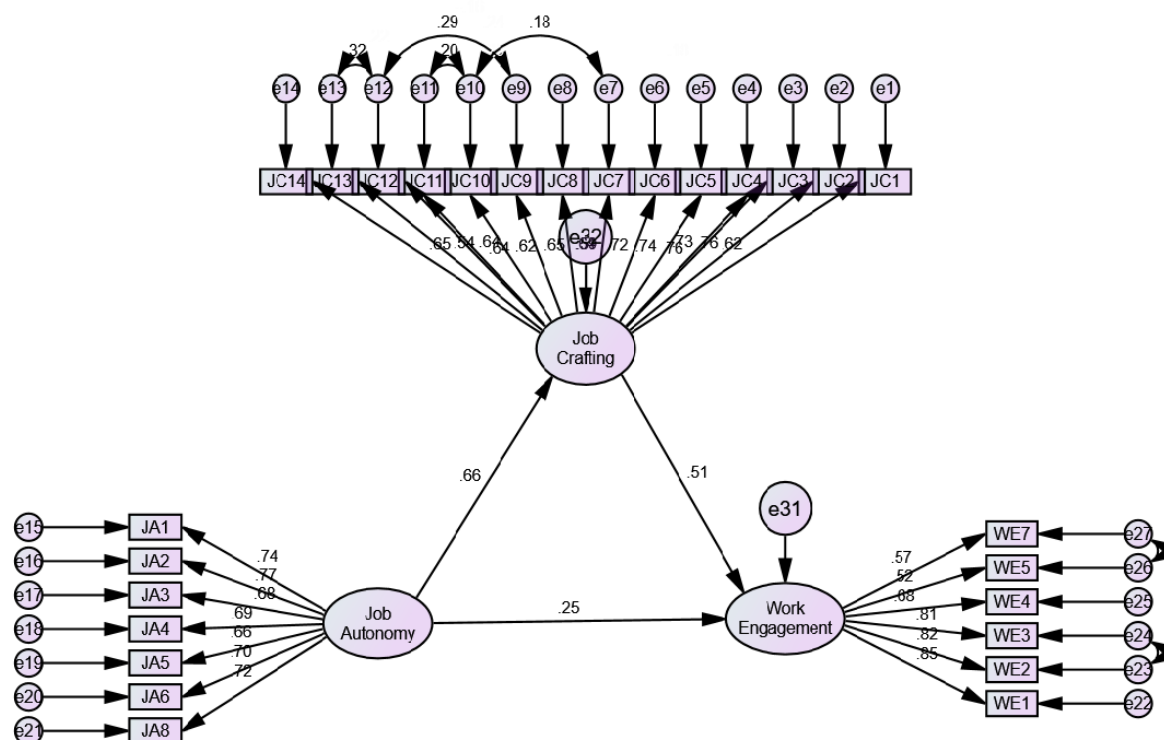


Figure 3: Structural Model

Table No. 6 Hypothesis Testing Results					
			Estimate	p-value	Comment
Job Crafting	<----	Job Autonomy	.664	***	Significant
Work Engagement	<----	Job Crafting	.511	***	Significant
Work Engagement	<----	Job Autonomy	.251	***	Significant

4.6 Mediation

The figure 4 for mediation is depicting that job autonomy has significant relation with job crafting ($a=1.115$, $p<.05$) where job crafting indirectly mediating work engagement significantly at ($b=0.187$, $p<.05$), where job autonomy has direct significant relationship with work engagement as shown by path ($c'=.225$, $p<.05$). Mediating effect was tested by carrying out by using process analysis with samples of 5000 bootstrapped representing all the effects i.e. indirect, direct and total effect all were found significant (Indirect effect = 0.210, $p< 0.05$; direct effect = 0.225, $p< 0.05$; whereas total effect = 0.435, $p< 0.05$), respectively.

Table No. 7 Mediation					
Effects	Point of Estimate	SE	P-value	Confidence Interval (95%)	
				Lower	Upper
Total	0.435	0.024	0.000	0.3868	0.4841
Direct	0.225	0.027	0.000	0.1708	0.2793
Indirect	0.210	0.022	0.000	0.1685	0.2561

Mediator:- Job Crafting (number of bootstrap samples 5000)

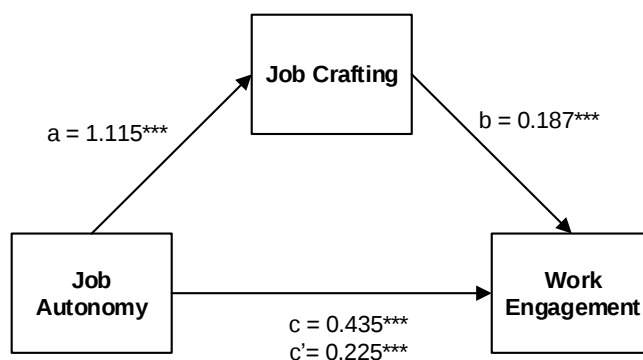


Figure 4: Mediation Model

Results from table 7 revealed that there is mediation caused by job crafting between job autonomy and work engagement (confidence interval up to 95%), thus supports rejecting null hypothesis.

4.7 Moderation

4.7.1 Moderation of Proactive personality between Job autonomy & Job crafting

Table 8 presenting moderating role of proactive personality between job autonomy and job crafting shows significant results. Model summary shows value of R^2 to be .41 ($p < .05$) which indicated the proper functionality of the variables. The value of coefficient for interaction (-0.078) is significant in nature.

Table No. 8 Presenting Moderation of PP between JA & JC					
Model summary: $F(3, 701) = 162.67, p < .05, R^2 = 0.41$					
Variable	Point of Estimate	SE	P-value	Confidence Interval	
				Lower	Upper
JA → JC	1.707	0.235	0.000	1.246	2.168
PP → JC	2.930	0.510	0.000	1.930	3.930
Int_I	-0.078	0.020	0.000	-0.118	-0.039

Also Table 9 of probing conditional effects of job autonomy at different levels of proactive personality is significant at all levels, low, medium and high respectively. It is clear from the interaction graph (figure 5) that if a person is more proactive in personality more it will show intentions to craft job if provided job autonomy.

Table No. 9 Probing Conditional effects of Predictor			
Level of Moderator	Effect	Confidence Interval	
		Lower	Upper
Low	1.001***	0.841	1.160
Medium	0.765***	0.631	0.900
High	0.609***	0.440	0.780

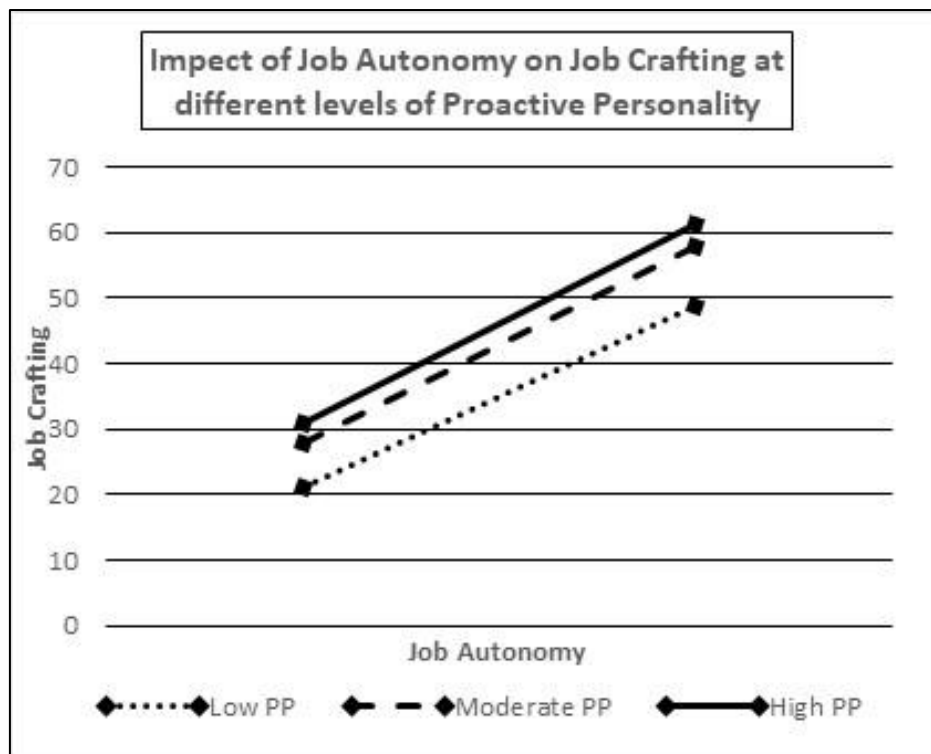


Figure 5: Moderating effect of Proactive personality between job autonomy and Job crafting

4.7.2 Moderation of Proactive personality between Job crafting and Work engagement

Presenting moderating role of proactive personality between job crafting and work engagement Table 10 shows significant results. Model summary shows value of R^2 to be .44 ($p < .05$) which indicated the proper functionality of the variables. The value of coefficient for interaction (-0.022) is significant.

Table No. 10: Presenting Moderation of PP between JC and WE					
Model summary: $F(3, 701) = 182.71, p < .05, R^2 = 0.44$					
Variable	Point of Estimate	SE	P-value	Confidence Interval	
				Lower	Upper
JC → WE	0.433	.044	0.000	0.348	0.519
PP → WE	1.524	.233	0.000	1.066	1.982
Int I	-0.022	.004	0.000	-0.030	-0.140

Table 11 of probing conditional effects of job crafting at different levels of proactive personality is significant at all levels, low, medium and high respectively. It is clear from the graph that as a person which is more proactive in personality, will show more intentions to work engagement if provided job crafting opportunity.

Table No 11: Probing Conditional effects of Predictor			
Level of Moderator	Effect	Confidence Interval	
		Lower	Upper
Low	0.235***	0.207	0.264
Medium	0.169***	0.137	0.201
High	0.125***	0.083	0.168

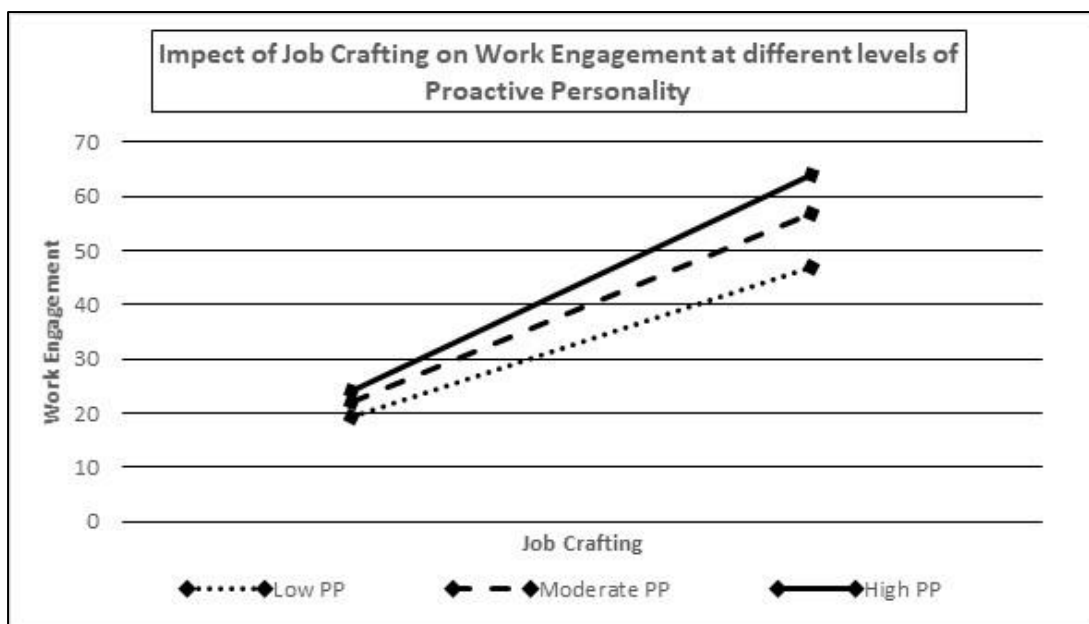


Figure 6: Moderating effect of proactive personality on the relationship between work engagement and proactive personality

Table 12 shows results in support or rejection of hypothesis. All the results revealed support for rejecting null hypothesis.

Table No. 12: Results of Hypotheses	
Hypothesis	Support / Rejection
H1; Job autonomy is positively related to job crafting.	Supported
H2; Job crafting is positively related to work engagement.	Supported
H3; Job crafting plays a significant mediating role between job autonomy and work engagement.	Supported
H4; Proactive personality plays significant moderation between autonomy and job crafting.	Supported
H5; Proactive personality plays significant moderation between job crafting and work engagement.	Supported

5. Discussion

In this paper, we argued that as resources and opportunities for development are not continually available for every employee, so it is of greater importance that employees should themselves be capable to mobilize their own job requirements through proactivity and job crafting behavior. Also it was further derived that individuals provided with span by means of job autonomy represent more intentions towards job crafting behavior as compared to those who are less autonomous in their jobs. The results concluded after data analysis were consistent with the hypotheses. Our study also suggests that employees imitate the job crafting behavior and make impact on work engagement, signaling that proactive behavior has some valuable and important consequences. Further, mentioned below, we have discussed the salient contributions of the study.

According to Dust & Tims (2019) for individuals who are provided with autonomy at job will use this as discretions to configure job tasks. Similarly when employees with high demanding jobs face

challenges in dealing are provided with power to make decisions perform excellently (Vaananen & Tovianen, 2017). Our study showed significant results between job autonomy and that of job crafting. Some researchers (like Mauno, Kinnunen, & Ruokolainen, 2007 & Jessica van Wingerden et al., 2018) showed results of significant correlation among job resources, job crafting behavior and work engagement. Significant results are also represented in this study as well. Further this study helps to understand the early findings that in changing work environment proactive individuals tend to mobilize job resources by considering job demands. The analysis shows significant results at all levels (low, moderate and high) of proactive personality to attenuate positive relation between job autonomy and job crafting, suggesting that proactive personality does serve mainly a significant workplace limitation for job autonomy. Figure I reveals that all levels of proactive personality completely enforce the relation among job autonomy and job crafting. Also it is clear from the figure that if a person is provided an opportunity to be autonomous in job, his / her intentions to craft job at work increases will increase with proactive personality. At same time, elevated levels of perceived proactive personality appears to strengthen the positive relation among job autonomy and job crafting. Thus, these results suggests proactive personality to be a strong personality trait for crafting job.

Crant (2000) argued that individuals with proactive personality creates positive impact on employee engagement by creating more opportunities to perform job crafting effectively. It also helps to improve work engagement because according to Tims et al, (2013) individuals who proactively change their work environment tend to line up with job requirements and provided job resources with their capabilities and demands. Further in more parallel manner, Xueqian (2018) represented proactivity as predictor of job performance through requisite satisfaction. Thus, we can say that performance is not as a response of personality but it looks that performance itself is the presentation of personality. Similarly proactive individuals unless they get really involved into work place proactive behavior (job crafting behavior), will not perform superior to their passive counterparts. Our study findings enable us to understand that job crafting put effect on employees work engagement after being governed by proactive personality. Results of the study indicates that many person practicing job crafting at work place also display work engagement. From the figure II it is clear that that all levels of proactive personality entirely reinforce the relationship among job crafting and work engagement. Figure also make it clear that if a person is provided an opportunity to craft job, his / her intentions to engage in work will increase with proactive personality. Also from figure it revels as the person who are high proactive in personality and are provided job crafting opportunity shows more work engagement as compared to those who are less proactive. This indicates that high proactive individuals when provided with job crafting opportunity will show added engagement toward work.

5.1 Theoretical Implications

The findings of the present study mainly contribute to the whole literature of job crafting separately in three different ways. First of all this study has revealed that job autonomy represents some crucial and vital opportunities for individuals who take part in activities to craft jobs (Demerouti et al., 2015). This study also helps to put light to explain the socially embedded interpretation of job crafting.

In organizations subordinate expects from their managers to delegate powers in term of deciding the ways to perform their tasks. Workplace practices including theory of job characteristics (Hackman and Oldham, 2010) and job design interdisciplinary approach (Campion, 1988; Petrou et al., 2012) suggest that employees can motivate themselves by designing their work. Also in modern organizations employees are capable to have some leeway to which they can change their work design. Results of our study showed that job autonomy is moderately correlated to job crafting behavior, proactivity and individual work engagement, which means that intentions to craft job and to remain engaged in job is directly associated with job autonomy. Also results from SEM structure indicated that possessing an autonomous job is a strong predictor for an individual to show behavior to modify its job activities.

Secondly, the relation among job crafting and work engagement is of complex nature (De Beer and Tims, 2016). In contrast, in his study of Finnish dentists Hakanen et al. (2005) originate that in work pressure and jobs with high emotional demands like diversified skill sets tends to facilitates work engagement. Schaufeli et al. (2009) in study conducted on senior managers and executives in Dutch telecom sector found that work engagement was influenced by job resources. In our study we found a positive and significant relation among job crafting and work engagement. In correlation table there is strong and significant relationship between job crafting and that of work engagement. At last our Hays process mediation result shows that job crafting plays a significant and positive result between job autonomy and work engagement.

5.2 Practical implications

This research suggests that individuals take part in job crafting activities only when they feel that taking part in such activities may improve and worthwhile their investment. Similarly when they see their abilities being utilized are in line with the provided autonomy from seniors, they become proactive to craft their jobs. It also enable us to understand the reason that why certain individuals exhibit intentions towards job craft whereas other don't. HR managers and departmental heads can help individuals to understand how job circumstances can help to use their competencies. They can also plan different skill and competency development programs by considering different levels of job autonomy. Certainly this would help to strengthen the sense of ownership in employees and will bring together into the process of building coalitions that contributes to autonomy perception in competence utilization.

This study also has implications for organizations who wants to improve the degree of self-imitativeness and work engagement. In designing procedures to maximize work engagement, this study suggests that a proactive disposition can also be utilized as an instrument for human resource managers seeking work engagement and job crafting behavior. However, from the results of the study there is support for the hypothesis that connection among job autonomy and job crafting as well as relation between job crafting and work engagement are fortified by proactive personality. The results suggest that job crafting behavior with exhibition of work engagement behavior is much more selecting

people with higher levels of job autonomy, but also a matter of assigning these jobs to the individuals to whom managers may feel have relatively high degree of proactivity.

Practically personality-oriented job analysis can be of greater importance for any system designed to extract the most from individuals selected for their proactive personalities (Tett and Burnett, 2003). Further departmental heads can also facilitate by encouraging the expression of proactivity and exhibit personal imitateness to use job autonomy to employ new and untried problem solving methods. This is how managers can encourage proactive traits and can intrinsically satisfy them.

5.3 Limitations and future research

Like many other researches, this study also has some limitations. First of all using cross-sectional data hinders or make it difficult to develop cause-and-effect inferences. Although the hypothesis/ path development were supported by literature and empirical findings, but chance of reversed causality is also likely to happen for such relationships. It is also reasonable to believe that job autonomy is not the only variable that may create consequences to job crafting and work engagement and similarly nor job crafting is the only one cause that may be the only importance factor to get engaged in the work. So another suitable model to proceed work engagement through job crafting can also be found appropriate practically. Some researches has shown clear indication for reversed causality also. Thus as from our results we found that job crafting predicts work engagement, but job crafting can also be predicted by work engagement.

As second limitation of the study was that as the sample (respondents) were taken from five different sectors like manufacturing, education, FMCG, hotels and hospitals with an average sample of approximately 140 from each sector. In gender males were dominated in (72.5%) in total population. Also there was found a considerable qualification gap between respondents as majority of the sample was driven from participants that were moderately educated. Existence of all these factors can limit results generalizability. For example, most commonly it is believable that individuals holding higher academic degrees are more probable to be involved into job crafting activities only because they relevantly hold top positions in organizations. Berg et al., (2010) showed the contrary, according to which this is not proved to be true always. In another study (interview) these authors presented that job crafting is also practiced at low levels. So future research is recommended to examine whether phenomena of job crafting at work is similarly applicable to distinct samples and work settings like manufacturing and services.

6. Conclusion

There has been increasing acknowledgement of reason that employees play active role by influencing and reshaping working environments. In this paper, from analysis and results we found positive relation between job autonomy, job crafting, work engagement and proactive personality. Our study results implies significant relationship between all variables. Results also indicated that greater the employees are provided with job autonomy more likely they will show intentions to job crafting.

Same like if employees are given opportunity to craft their job more likely they will show work engagement. This study also reveals that a proactive individual can positively increases the chance to show more intentions towards job crafting at all levels, whereas a high proactive person will show more intentions toward work engagement as compared to person with low proactive personality. This article has shown that by mobilizing employees with resources and helping them in setting challenges, they can actively engage themselves their work.

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