



Research Article

Exploring the Mechanisms Linking Proactive Personality and Job Crafting: The Role of Organization-Based Self-Esteem

Proaktif Kişilik ve İş Biçimlendirme Arasındaki Bağlantı Mekanizmalarının Keşfedilmesi: Örgüt Temelli Benlik Saygısının Rolü

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ABSTRACT

The objective of this research is to examine the influence of organization-based self-esteem on the relationship between proactive personality and job crafting, considering the predictive and creative aspects of personality. A quantitative research approach was employed, collecting data from 1067 participants in two separate time periods through a survey. The findings, gathered at different time points, indicate that a proactive personality significantly and positively affects job crafting. Moreover, organization-based self-esteem emerges as both a partial mediator and a moderator in this relationship. The study highlights the significance of proactive thinking and having a sense of self-esteem within the organizational context for employees to engage in job crafting. Practical and academic recommendations are provided based on these results.

ÖZ

Bu araştırmanın amacı, kişiliğin öngörücü ve yaratıcı yönlerini dikkate alarak, örgüt temelli benlik saygısının proaktif kişilik ile iş biçimlendirme arasındaki ilişki üzerinde etkisini incelemektir. Nicel bir araştırma yaklaşımı kullanılmış ve iki ayrı zaman diliminde 1067 katılımcıdan anket yoluyla veri toplanmıştır. Farklı zaman noktalarında elde edilen bulgular, proaktif kişiliğin iş biçimlendirmeyi önemli ölçüde ve olumlu yönde etkilediğini göstermektedir. Ayrıca, örgüt temelli benlik saygısı bu ilişkide hem kısmi bir aracı hem de bir moderatör olarak ortaya çıkmaktadır. Çalışma, proaktif düşünmenin ve örgütsel bağlamda özsaygı duygusuna sahip olmanın çalışanların iş biçimlendirmeye katılmaları için önemini vurgulamaktadır. Bu sonuçlara dayanarak pratik ve akademik öneriler sunulmaktadır.

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1. INTRODUCTION

One of the goals of businesses is to increase performance in their operational processes. Especially the economic climate of the last few years shows that lean, simple, and multinational businesses focus on both individual and organizational results. These businesses aimed to be successful in variables such as job satisfaction and career, along with performance. In this process, an environment has been created in which it is necessary for employees to craft their work in order to achieve success. In this context, job crafting is expressed as an individual's crafting their job according to competencies (Tims, Bakker & Derks, 2012). Job crafting can have many preceding variables. However, these are the proactive personalities that include the predictive structure. A proactive personality is among the important variables that can keep up with fast and changing environments (Güner Kibaroglu & Basım, 2023). This personality structure aims to think on the basis of the predictive approach, whatever the circumstances. This approach enables individuals to be more creative in their work, increasing both crafting and self-esteem.

Proactive personality structure increases the possibility of understanding and predicting the behaviors of individuals and improving their abilities. Thanks to this personality structure, it is seen that people can change their environment and provide the ability to be predictive in interaction. This structure has a proficient disposition to act proactively. This competence is the state of being able to take personal initiative, responsibility and being effective in role width (Crant, 2000; Seibert, Crant & Kraimer, 1999). In this framework, the proactive personality structure has taken its place in the field of organizational behavior because it is in the predictive structure initiated by proactive behaviors (Bateman & Crant, 1993). There are different personality structures that affect the proactive personality formed within the scope of the employees' being in a structure that is compatible with the organization and focused on change, where they can act quickly. One of them is organization-based self-esteem. Organization-based self-esteem is expressed as the degree to which an employee believes in the organization according to their own values, competence, and perceptions as a member of the organization (Gardner, Dyne & Pierce, 2004; Pierce, Gardner, Cummings & Dunham, 1989: 625). In other words, organization-based self-esteem expresses the competence and perceptions of the individual on the basis of the needs of the organization rather than their own self-respect.

Therefore, organization-based self-esteem can play an effective role between proactive personality and job crafting. In addition, organization-based self-esteem is a concept that reflects employees' sense of belonging to the organization and is an important factor affecting proactive personality traits. When individuals feel that they belong to the organization, they tend to contribute more to the organization. Moreover, organization-based self-esteem can increase self-efficacy beliefs and strengthen leadership abilities. Therefore, organizations' efforts to develop a sense of belonging to the organization in employees are important to encourage proactive behaviors.

The main purpose of this study is to reveal how effective the proactive personality is on job crafting and how and in which direction the organization-based self-esteem affects this effect. Because the extent to which employees' proactive personality levels adapt the organization in which they work and, can affect the level of crafting their jobs. In this context, the results of the study reveal the effect of the predictive behaviors of individuals on the design of jobs and the importance of self-esteem, which exists on the basis of the organization's needs, apart from the individual's self-esteem.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

2.1. Job Crafting

Job design theory has been an important step in the emergence of new concepts, arguing that employees should develop the job for themselves. According to this theory, employees can craft their own jobs according to their abilities and competencies. In this framework, the researchers realized that with the prominence of individual differences, employees are an important factor in the design of the job. For this reason, it has been seen that job crafting can be explained within the scope of job design theory. Job crafting is expressed as overcoming challenges, seeking new resources, and crafting business demands within available resources (Bruning & Campion, 2018; Bunocore, Gennaro, Russo & Salvatore, 2020; Tims et al., 2012). Job crafting refers to the ability of employees to tailor their jobs based on job resources and job demands according to their own preferences and competencies (Leana, Appelbaum & Shevchuk, 2009). This concept represents crafting that can change the levels of contribution that support personal development, such as reducing the impact of work demands and work-related costs, and work resources to achieve work-related goals (Bell & Njoli, 2016; Demerouti, Soyer, Vakola & Xanthopoulou, 2020; Mäkikangas,

2018; Shin, Hur & Kim, 2018; Petrou & Xanthopoulou, 2021; Tims et al., 2012; Wong, Škerlavaj & Černe, 2016; Wrzesniewski & Dutton, 2001). Although the concept of job crafting is basically defined as an individual skill, the fact that the ability to demonstrate this skill is determined by the culture and structure of the organization is important. In particular, the internal dynamics and framework of the organization should also be taken into account when going beyond the skill of job crafting. In this framework, this study goes beyond the individual dimension of job crafting ability and considers the organizational influences and constraints in a way to leave more room for future research. Job crafting is emphasized as the crafting of the employee on their job. It is also based on the theory of resource-based behavior. Resource-Based Theory of behavior is the ability to positively develop the capacity and potential of the employee with the orientation to internal factors. Therefore, job crafting is the formatting of resources and demands in the job in the most appropriate way to increase performance (Bakker, Demerouti & Verbeke, 2004; Boyd et al., 2010; Çetin, 2019; Lee & Eissenstat, 2018; Vegchel, Jonge & Landsbergis, 2005). In addition, job crafting can also be explained by Self-Regulation Theory. Within the scope of this theory, it is pointed out that job crafting can improve the jobs of self-controlled individuals (Gardner et al., 2004). Self-Regulation Theory, drawing upon control theory, offers valuable insights into understanding human behavior. According to this theory, individuals are expected to engage in self-regulation processes to effectively manage and control their work. They are encouraged to renew their self-control resources and employ creative strategies tailored to their specific work context (De Stobbeleir, Ashford & Buyens, 2011; Kühnel, Bledow & Feuerhahn, 2016). Recent research has linked this theory to various factors including career development, job choices, personality traits, and self-identity (Johnson, Lanaj & Barnes, 2014; Nicholson & De Waal-Andrews, 2005). However, this study argues that Self-Regulation Theory forms the theoretical foundation for the concept of job crafting, with a particular focus on innovation and creativity (Wallace & Chein, 2006).

Job crafting involves behaviors that aim to enhance the work experience by increasing job resources, reducing hindering job demands, and seeking out challenging job demands (Bruning & Campion, 2019; Costantini, Demerouti, Ceschi & Sartori, 2019; Demerouti, Bakker & Halbesleben, 2015; Tims, Bakker & Derks, 2014; Wingerden, Derks & Bakker, 2017). In this framework, the four sub-dimensions of job crafting based on job resources and job demands can have many antecedent

variables. One of the antecedents, which is considered important for them, is the proactive personality.

2.2. The Concept of Proactive Personality

The personality structure of individuals is seen as a modeled system structure within human functioning. In this system, there are many characteristics of the personality as cognitive, emotional and behavioral. One of them, which is based on the predictive approach, is the proactive personality. A proactive personality is expressed as an initiative that includes long-term focus, goal-directed behavior, and self-starting behavior consistent with organizational goals (Pervin, 1996; Ohly, Sonnentag & Franziska, 2006; Thompson, 2005). The proactive personality, which can have a positive disposition towards change, is an effective personality structure for businesses and employees in multicultural contexts (Berg, Wrzesniewski & Dutton, 2010; Li, Jin & Chen, 2020; Petrou & Xanthopoulou, 2021). For this reason, this personality type can show a determined structure in influencing environmental change.

Often, the terms proactive and passive to describe the general behavior of individuals. The term proactive is meant for people who identify opportunities and act accordingly. The term is used for people who can show initiative, act quickly, and persist until meaningful change occurs. In this context, being proactive is being able to identify opportunities in a predictive process and act in line with initiative. This being proactive is the state of being extroverted and dynamic. The passive term is structures that cannot anticipate opportunities. These structures are passive and unresponsive. These structures can also be described as reactive. The basic philosophy in this personality structure is to accept the existing conditions without questioning instead of changing them. Reactive structure, which is expressed as the opposite of proactive personality, is a creative and unpredictable structure. In this context, a proactive personality can increase efficiency and productivity through foresight and accurate and fast decision-making (Crant, 2000; Li et al., 2020; NG & Feldman, 2013; Seibert et al., 1999). Therefore, the proactive personality is more inclined towards change in the same direction and with a clear orientation. In this context, this tendency can contribute to the prediction of proactive behavior of individuals. In this case, the proactive personality focused on the future and change has high competence in crafting and choosing the environments. This personality structure can direct them to develop business demands by producing and applying new ideas. The personality structure in

question has the ability to use its conditions at the optimum level. In this context, the proactive personality has a structure that can tend to change the scope of their own work and/or act creatively. In this way, employees can craft the jobs in the organization (Berg et al., 2010; Li et al., 2020; Parker, Williams & Turner, 2006; Zeijen, Peeters & Hakanen, 2018). Therefore, a proactive personality can have an impact on job crafting. In this framework, the first hypothesis of the study was formed:

H₁: Proactive personality has an impact on job crafting.

The proactive personality focuses on seeking opportunities within communities. However, this personality structure is seen as a motivation-oriented individual difference variable (Bertolino, Truxillo & Franco, 2011). In this context, one of the factors affecting the personality structure in question is organization-based self-esteem.

2.3. Organization-Based Self-Esteem as Mediator and Moderator Variable

Individuals need self-esteem to the extent that they can meet the needs of the organization they are in, along with their own self-respect. From this perspective, organization-based self-esteem, which differs from individual self-respect, expresses the employees' own competencies and thoughts in line with the needs of the organization (Gardner et al., 2004). Self-Regulation Theory provides a clearer understanding of this distinction. This theory focuses on employees' self-regulation within the context of organizational needs. It explores how employees' attitudes and behaviors toward their work are influenced by their own sense of self. The theory emphasizes the importance of maintaining self-control and aligning one's behavior with personal goals (Carver & Scheier, 1982; Kanfer &

Karoly, 1972). In relation to job crafting, individuals with high organizational-based self-esteem are more likely to positively contribute to the organization and invest in their work. On the other hand, individuals with low self-esteem tend to display more reactive attitudes and behaviors (Gardner & Pierce, 1998; Pierce, Gardner, Dunham & Cummings, 2017). As a result, self-esteem plays a crucial role in crafting emotional and behavioral responses (Zhang, Kang, Jiang & Niu, 2022). In such circumstances, it is thought that organization-based self-esteem may have a mediating effect on the effect of a proactive personality on job crafting. Considering this information, the second hypothesis of the study was formed as follows:

H₂: Organization-based self-esteem has a mediating role in the effect of proactive personality on job crafting.

Organization-based self-esteem fosters a sense of trust and confidence in the organization, making it relevant to the concept of Behavioral Plasticity Theory. This theory examines how external factors influence an individual's attitudes and behaviors. It seeks to understand the extent to which individuals' cognitive, affective, and behavioral indicators, such as job satisfaction, organizational commitment, job identification, and turnover intention, are influenced by their alignment with the organization. In this context, organization-based self-esteem plays a significant role in crafting individuals' perceptions and responses within the organization, as it contributes to their overall sense of harmony and connection with the organizational environment. Therefore, organization-based self-esteem appears to be associated with proactive personality and job crafting (Brockner, 1988; Gardner et al., 2004; Pierce et al., 1989; Saks & Ashforth, 2000). In this relationship, organization-based self-esteem may have predictive power between proactive personality and job crafting (Liao, 2013). In this

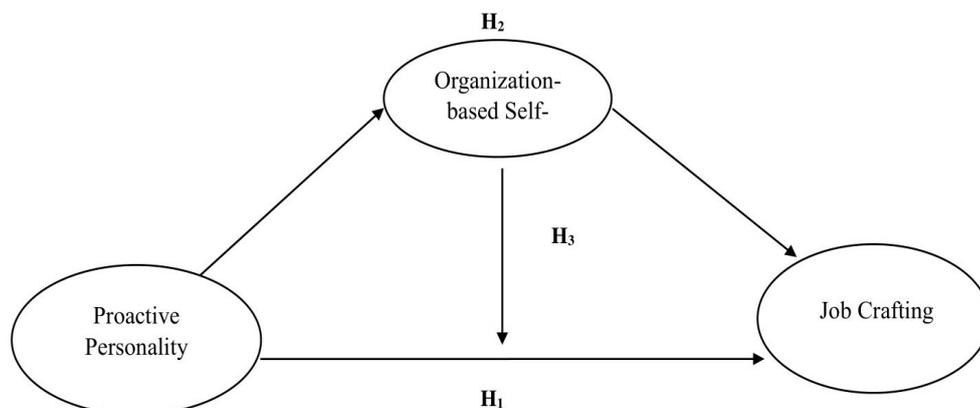


Figure 1: Research Model

context, while the job crafting of individuals with low proactive personalities is expected to decrease, the direction and strength of the effect may change with the organization-based self-esteem taking a moderator role between these two variables. Based on this information, the H3 hypothesis of the study was formed:

H₃: Organization-based self-esteem has a moderating role in the effect of proactive personality on job crafting.

The hypotheses created in light of the literature review are shown in the model of the research (see Figure 1).

3. RESEARCH METHODOLOGY

3.1. Sample

A quantitative research method was used in this study, and the convenience sampling method was selected. Research data were obtained from two different sources in two different time periods. The first practice covers the dates of June 2021-September 2021. In the first phase of the study, a total of 655 participants were reached. These data were collected from the doctoral thesis stage, in which the study was first conducted (Güner Kibaroğlu, 2022; Güner Kibaroğlu & Basım, 2023). The second practice was implemented between December 2021 and March 2022. In this context, a total of 412 people were reached in the second phase. In order to collect data in both practices, the questionnaire method, face-to-face and online, and the participants were reached with the convenience sampling method.

The universe of the research was determined as active workers. As an individual ability and skill, job crafting is an important quality that can be assessed independently of the context. Job crafting is based on how an individual organizes tasks, plans workflow, and manages resources. This skill is closely related to an individual's original thinking, problem-solving ability, and ability to optimize work processes. It is possible to argue that job crafting, which refers to the ability to organize work in line with an individual's skills and experience, regardless of the context, is valid and valuable in different sectors and organizations. For example, the effect of job crafting can be seen in different contexts such as an engineer's job crafting in technical projects, a manager's organizing teamwork or a sales specialist's managing customer relations. Thus, beyond the ability to independently demonstrate these core skills at the individual level, the sample selection in this study shows that job

crafting is a valuable and valid skill in a wide range of possible organizations and work domains. In this framework, the universe is infinite. Özdamar (2003) emphasized that if the universe is infinite, the number of samples will be sufficient when the sample is equal to and/or larger than 384. Therefore, the sample size of the study is sufficient.

The sample of the study consists of working participants in private and public companies. A total of 1067 data are obtained within the scope of the study. The first practice participants 57% are female and 43% male. 5.3% of these participants are primary/secondary school graduates, 17.7% are high school graduates, 11.4% are associate degree graduates, 50.5% are undergraduate and 15.1% are postgraduate graduates. Moreover, 51% are private, and 49% work in the public sector. The second practice participants 52.1% are female and 47.9% male. 6.1% of these participants are primary/secondary school graduates, 22.3% are high school graduates, 11.9% are associate degree graduates, 43.5% are undergraduate and 16.2% are postgraduate graduates, 56% of them are private and 44% are working in the public sector.

The analyzes of the data collected within the scope of the study were carried out in Smart PLS and SPSS programs. In this context, validity and reliability analyzes of the scales, effect coefficients, predictive power of the variables, and mediator and moderator effect analyzes were made in the Smart PLS program. In addition, the frequency analysis and relations (correlation) of the data used in the study were examined in the SPSS package program.

3.2. Measurement Instruments

Job Crafting Scale: The job crafting scale was used to measure the level of employees crafting their jobs by Tims et al. (2012) were developed and translated into Turkish by Çetin, Güner Kibaroğlu, and Basım (2021). The scale, which consists of 4 factors and 21 items, is evaluated in a 5-point Likert format. The scale adapted to Turkish was found to be, the average variance explained (AVE) values were 0.542, the combined reliability (CR) values were 0.857 and Cronbach's Alpha was 0.863, and validity results were $\chi^2/df=2.852$, RMSEA = 0.055, CFI= 0.925, TLI= 0.913.

Proactive Personality Scale: In this study, Seibert et al. (1999) were developed and translated into Turkish by Güner Kibaroğlu (2022) was used. The single-factor and 10-item scale is evaluated in a 5-point Likert format. The scale adapted to Turkish was found to be explained (AVE) values were 0.500, the combined reliability (CR) values were 0.860 and Cronbach's Alpha was 0.900, and validity

results were $\chi^2/df = 3.006$, $RMSEA = .068$, $CFI = .977$, $TLI = .954$.

Organization-Based Self-Esteem Scale: Pierce et al. (1989) were developed and translated into Turkish by Güner Kibaroglu (2022), and the organization-based self-esteem scale was used. The scale in question consists of a single factor and 10 items, and a 5-point Likert scale was applied for the scale. The scale adapted to Turkish was found to be AVE values were 0.550, CR values were 0.900, Cronbach's Alpha value was 0.902, and validity results were $\chi^2/df = 2.855$, $RMSEA = 0.053$, $CFI = 0.989$, $TLI = 0.977$.

4. RESULTS

For the validity and reliability analyzes of the scales used in the study, both practices were tested using the Smart PLS program. In all the processes of the tests, it was claimed by Fornell & Larcker (1981); A Cronbach's Alpha (CA) value of 70% and/or higher, factor loadings of each item equal to or higher than 40%, the average variance extracted

residual value less than 0.08 ($SRMR < 0.08$), exact model fit (d_ULS and d_G) correlation coefficients of the model and experimental correlation coefficients being insignificant ($p > 0.05$), normed fit index more than or equal to 90% ($NFI \geq 0.90$) was examined (Hair, Hult, Ringle & Sarstedt, 2017; Ringle, Wende & Becker, 2015).

Analyzes were made using the Smart PLS program as the first and second practices. Table 1 shows the scales in the first practice without deleting the item and the values after the item is removed. In this context, it was seen that Cronbach's Alpha values, factor loads, composite reliability, data A reliability coefficient, and variance inflation factor of the scales were acceptable. However, it was observed that the average variance extracted (AVE) was below 50% for the items of increasing the challenging job demands, which are the infrastructure of the proactive personality and job crafting scale, and the model good fit values ($SRMR$ and NFI) were below the acceptable values. In this context, item "PP3" was removed from the proactive personality scale, and item "ICJR2" was removed without increasing the challenging job demands.

Table 1: First Practice Measurement Model Results

Variables		N=655									
		Factor Loadings	CA	CR	AVE	VIF	rho_A	SRMR	d-ULS	d_G	NFI
JC	ISJR	.551-.717	.807	.817	.575	1.108-2.465	.824	.069	.411 (p > 0.05)	.259 (p > 0.05)	.903
	DHJD	.492-.614	.710	.707	.527	1.068-1.734	.710				
	ISOJR	.519-.627	.738	.731	.553	1.650-2.489	.734				
	ICJD	.603-.772	.722	.782	.494	1.112-1.968	.788				
	ICJD	.647-.891	.773	.786	.510	1.232-2.001	.793				
PP	PP	.374-.814	.870	.865	.483	1.319-3.014					
	IR PP	.589-.795	.876	.868	.504	1.373-2.612	.871				
OBSE		.610-.806	.903	.901	.578	1.146-2.455	.905				

N= Sample, JC: Job Crafting, PP: Proactive Personality, OBSE: Organization-based Self-esteem, ISJR: Increasing structural job resources, DHJD: Decreasing Hinderling Job Demands, ISOJR: Increasing social job resources, ICJD: Increasing challenging job demands, IR: Items removed, CA: Cronbach's Alpha, CR: Composite Reliability, AVE: average variance extracted, VIF: Variance Inflation Factor, rho_A: Data Consistency Coefficient, SRMR: Standardized root mean square residual, d-ULS ve, d-G: Exact Model Fit, NF: Normed Fit Index.

(AVE) equal to or higher than 50% ($AVE \geq 0.50$), the composite reliability (CR) value is equal to or higher than 70% ($CR \geq 0.70$), the variance inflation factor is less than 5 ($VIF < 5$), the data A reliability coefficient is more than or equal to 70% ($rho_A \geq 0.70$), Standardized root mean square

As can be seen in Table 1, it was seen that the values obtained as a result of removing one item from the scales from the proactive personality scale and increasing the challenging job demands from the scales provided the model's goodness-of-fit values. In other words, it is seen that internal

consistency, discriminant validity, and goodness of model fit values are at acceptable levels for each scale. In the second practice, the values of the scales without deleting the item and after removing the item for the proactive personality scale are shown in Table 2. In this context, it was observed that the average variance extracted (AVE) was not at an acceptable level as in the first practice. In this context, it was observed that the AVE value increased to an acceptable level when the items “PP3”, and “PP5” from the proactive personality scale and “I2” items were removed from the scale without increasing social work resources. In the second practice, it was not necessary to remove items from other scales, except for increasing proactive personality and social work resources.

According to this analysis, it was observed that the square root of the AVE values met the condition of being greater than the correlation values between the factors. According to these values, it was observed that the variables were well differentiated within themselves, with the square root of AVE being greater than the correlation values in the relations between the variables. In addition, when the relationship values between the factors are examined, it shows that there is a significant and similar relationship between the variables in both practices.

For the analysis of the hypotheses created within the scope of the study, the coefficients of determination (R^2) were examined. In addition to these, the effect size (F^2) and predictive relevance

Table 2: Second Practice Measurement Model Results

Variables		N=412									
		Factor Loadings	CA	CR	AVE	VIF	rho_A	SRMR	d-ULS	d_G	NFI
JC	ISJR	.726-.813	.859	.858	.601	1.553-2.031	.869	.075	.389 (p > 0.05)	.1172 (p > 0.05)	.969
	DHJD	.476-.632	.710	.706	.507	1.493-2.476	.712				
	ISOJR	.567-.782	.787	.731	.473	1.349-2.134	.714				
	IR ISOJR	.625-.790	.712	.783	.507	1.349-2.134	.790				
	ICJD	.567-.748	.773	.783	.551	1.316-2.095	.786				
PP	PP	.407-.613	.861	.867	.492	1.174-2.036	.859				
	IR PP	.511-.752	.860	.867	.509	1.174-2.036	.859				
OBSE		.593-.7984	.891	.889	.573	1.373-2.503	.894				

In addition to these analyzes, the cross-load values for the first and second practices were examined in order to reveal the discriminant validity values of the scales. It was observed that there were no overlapping items in the cross-loading ranges of the scales in question (Fornell & Larcker, 1981; Hair, Black, Babin, Anderson & Tatham, 2006; Hair, Hult, Ringle & Sarstedt, 2017; Henseler, Ringle & Sarstedt, 2015).

In order to test the hypotheses created within the scope of the study, first of all, the correlation between the variables and the criterion validity of the divergence was examined (see Table 3).

As seen in Table 3, the discriminant validity between factors was analyzed by comparing the square root of the AVE of each factor for the correlations between the factors of the first and second practices (Fornell & Larcker, 1981).

(Q^2) values were analyzed (Hair et al., 2017). The values obtained as a result of this analysis are shown in Table 4.

Looking at the R^2 values obtained from the first practice (N=655) in the study model, it is seen that PP explains ISJR by 74%, DHJD by 32%, ISOJR by 34%, ICJD by 61% and OBSE by 39%. When the R^2 values obtained from the second practice of the study (N=412) are examined, it is seen that PK explains ISJR by 62%, DHJD by 31%, ISOJR by 21%, ICJD by 49%, and OBSE by 39%. It is weak if the effect size value (F^2) is equal to or above 0.020; More than or equal to 0.050 is moderate; A value equal to or above 0.350 indicates a high correlation (Chen, 2007; Hair et al., 2017; Ringle et al., 2015). Considering the first practice results of the study, it was seen that PP had a high effect size on ISJR, weak on DHJD, medium on ISOJR, and high on ICJD and OBSE. Looking at the results of

Table 3: Correlations Between Variables, Dissociation and Criterion Validity

Variables		(1)	(2)	(3)	(4)	(5)	(6)
N=655	Job Crafting	ISJR	(.775)	.340**	.326**	.528**	.649**
		DHJD		(.712)	.335**	.332**	.356**
		ISOJR			(.687)	.572**	.420**
		ICJD				(.742)	.383**
	Proactive Personality					(.709)	.465**
	Organization-based Self-esteem						(.760)
N=412	Job Crafting	ISJR	(.758)	.652**	.655**	.674**	.528**
		DHJD		(.725)	.691**	.569**	.427**
		ISOJR			(.743)	.561**	.408**
		ICJD				(.714)	.622**
	Proactive Personality					(.713)	.680**
	Organization-based Self-esteem						(.756)

** $p < 0.01$, Values written in parentheses indicate the value of \sqrt{AVE} .

the second practice of the study, it was observed that PP had a medium effect size on ISJR, medium on DHJD, medium on ISOJR, and high on ICJD and OBSE. In addition, the predictive relevancies were examined in the study (Q^2). In this context, in the first practice of the study, it was observed that all variables had predictive power, while in the second practice, it was observed that other variables, except proactive personality, had predictive power (Hair et al., 2017).

In order to investigate the mediation effect within the scope of the study, firstly, the OBSE variable was removed from the model and analyzed. Then, the removed OBSE variable was added to the model and analyzed again (Table 5).

As seen in Table 5, in the first practice of the study, PP was compared to DHJD ($\beta=0.503$; $p<0.05$); to ISOJR ($\beta=0.586$; $p<0.01$); It was observed that it had an effect on ISJR ($\beta=0.779$; $p<0.01$ and ICJD ($\beta=0.784$; $p<0.01$). In the second practice results of the study PP had an effect on DHJD ($\beta=0.483$; $p<0.01$). 0.05), on ISOJR ($\beta=0.468$; $p<0.01$), on ISJR ($\beta=0.696$; $p<0.01$ and on ICJD ($\beta=0.696$; $p<0.01$). This finding of the study shows that hypothesis number 1 is supported.

The OBSE variable, which was removed from the model for the 2nd hypothesis of the study, was added to the model again as a mediating effect. In this context, the method developed by Zhao, Lynch & Chen (2010) were taken into consideration as a

Table 4: Research Model Coefficients

Variables		R ²	F ²				Q ²	
			ISJR	DHJD	IOSJR	ICJD	PP	OBSE
N=655	Job Crafting	ISJR	.745					.324
		DHJD	.322					.095
		ISOJR	.341					.104
		ICJD	.613					.225
	Proactive Personality	.540	.072	.310	.926		.650	.162
	Organization-based Self-esteem	.394	.550	.006	.011	.0210		
N=412	Job Crafting	ISJR	.620					.341
		DHJD	.310					.091
		ISOJR	.216					.089
		ICJD	.491					.183
	Proactive Personality	.245	.160	.152	.435		.645	
	Organization-Based Self-esteem	.392	.371	.121	.024	.111		.157

Table 5: Research Model Effect Coefficients

N	Model	β	Se	T	p	Di	Ti
655	OBSE-> DHJD	.342	.063	5.452	.000		
	OBSE-> ISOJR	.306	.060	2.082	.035		
	OBSE-> ISJR	.478	.050	9.679	.000		
	OBSE-> ICJD	.219	.057	1.365	.016		
	PP-> DHJD	.503	.047	10.643	.000		.500
	PP-> ISOJR	.586	.037	15.716	.000		.584
	PP-> ISJR	.779	.029	27.095	.000		.778
	PP-> ICJD	.784	.030	25.973	.000		.783
	PP-> OBSE-> ISOJR	.303	.038	5.080	.036	.203	
	PP-> OBSE-> ISJR	.301	.033	9.132	.000	.302	
	PP-> OBSE-> DHJD	.216	.043	5.048	.000	.216	
	PP-> OBSE-> ICJD	.112	.036	1.364	.016	.213	
412	PP-> OBSE	.629	.037	16.866	.000		
	OBSE-> DHJD	.356	.063	5.634	.000		
	OBSE-> ISOJR	.135	.061	1.544	.086		
	OBSE-> ISJR	.477	.049	9.896	.000		
	OBSE-> ICJD	.140	.061	2.349	.019		
	PP-> DHJD	.483	.048	10.053	.000		.483
	PP-> ISOJR	.468	.042	10.996	.000		.464
	PP-> ISJR	.696	.033	21.115	.000		.693
	PP-> ICJD	.696	.038	18.111	.000		.692
	PP-> OBSE-> ISOJR	.122	.039	1.541	.089	.321	
	PP-> OBSE-> ISJR	.300	.034	8.880	.000	.301	
	PP-> OBSE-> DHJD	.224	.043	5.159	.000	.222	
	PP-> OBSE-> ICJD	.087	.037	2.412	.016	.389	

Se: Standard error; Di: Indirect Impact; Ti: Total Impact

mediating effect method in this study, and the VAF value was calculated for each mediating effect:

$$VAF_{n655} = \frac{0.203}{(0.203+0.500)}; \frac{0.302}{(0.302+0.584)}; \frac{0.216}{(0.216+0.778)}; \frac{0.213}{(0.213+0.783)}$$

$$= 0.288; \quad = 0.340; \quad = 0.217; \quad = 0.213$$

$$= \%28,8; \quad = \%34; \quad = \%21,7; \quad = \%21,3$$

VAF_{n655} = Partial Mediation

$$VAF_{n412} = \frac{0.321}{(0.321+0.483)}; \frac{0.301}{(0.301+0.464)}; \frac{0.222}{(0.222+0.693)}; \frac{0.389}{(0.389+0.692)}$$

$$= 0.399; \quad = 0.393; \quad = 0.242; \quad = 0.359$$

$$= \%39,9; \quad = \%39,3; \quad = \%24,2; \quad = \%35,9$$

VAF_{n412} = Partial Mediation

$VAF = (\text{Indirect Impact}) / (\text{Indirect Impact} + \text{Total Impact})$ ($VAF > 80\%$ Full Mediation; $20\% \leq VAF \leq 80\%$ Partial Mediation $< 20\%$ No Mediation Impact).

Considering the above VAF values, the results of the first and second practices show that

organization-based self-esteem plays a partial mediator role.

For the analysis of the H₃ hypothesis created within the scope of the study, the moderator effect between the variables was examined. In other words, the moderating effect of organization-based self-esteem on the effect of proactive personality on job crafting was analyzed. During the analysis of the moderator effect, interaction terms (Moderator Organization-based Self-Esteem) were added to the model in both practices. The findings obtained as a result of the analysis are shown in.

As can be seen in Table 6, in line with the effects of the moderator variable, the organizational-based self-esteem variable; It was determined that the moderator role was significant ($p < 0.01$) in the relationship between the proactive personality variable and the job crafting variable.

The findings obtained as a result of all analyzes of the study are shown in Figure 2.

Table 6: Moderator Impact Results

Sample	Model	O	β	Se	T	P
N=655	Moderator: Organization-based Self-esteem-> Decreasing Hindering Job Demand	.085	.087	.033	2.602	.011
	Moderator: Organization-based Self-esteem -> Increasing structural job resources	-.100	-.100	.026	3.982	.000
	Moderator: Organization-based Self-esteem -> Increasing social job resources	.013	.014	.028	0.424	.049
	Moderator: Organization-based Self-esteem -> Increasing challenging job demands	-.010	.008	.027	0.361	.025
N= 412	Moderator: Organization-based Self-esteem-> Increasing structural job resources	-.123	-.123	.028	4.456	.000
	Moderator: Organization-based Self-esteem -> Decreasing Hindering Job Demand	.083	.086	.031	2.650	.008
	Moderator: Organization-based Self-esteem -> Increasing social job resources	-.004	-.002	.032	0.110	.012
	Moderator: Organization-based Self-esteem -> Increasing challenging job demands	-.014	-.013	.032	0.446	.046

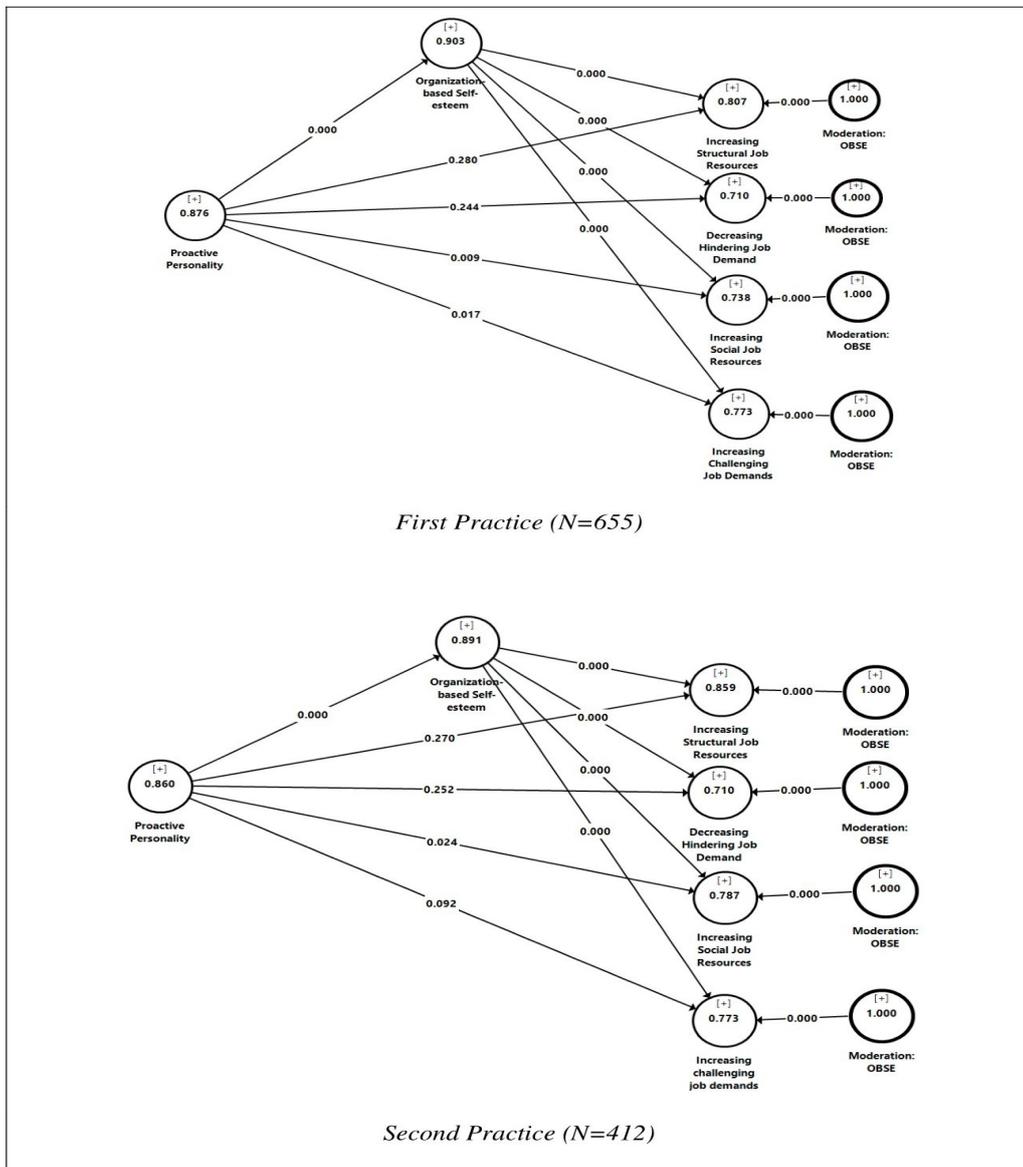


Figure 2: Analysis Results of the Research (Smart PLS)

5. DISCUSSION AND CONCLUSION

5.1. Key Findings

This study was conducted to reveal the job crafting effect of proactive personality on the basis of a predictive perspective and the role of organization-based self-esteem in this effect. In this context, the study was carried out in two different time periods. According to the findings of the study, proactive personality affects job crafting in the same direction. In other words, the fact that the individual is in a predictive structure has shown that the individual can craft their own work more according to their own abilities and competencies. To put it more clearly, proactive personality has the same effect on job crafting. That is, as an individual's proactive personality rises, job crafting increases in the same direction. This finding is supported in parallel by the literature (Demerouti & Peeters, 2018; Kickul & Gundry, 2002; Li et al., 2020; Parker & Sprigg, 1999; Plomp, Tims, Khapova, Jansen & Bakker, 2016; Zhang, Lu & Li, 2018).

In addition, the findings of the study revealed that organization-based self-esteem can play a role both as a partial mediator and as a moderator variable in the effect of proactive personality on job crafting. In other words, organizational-based self-esteem has a partial mediating effect on the effect of proactive personality on job crafting. No study has been found that directly supports this result of the study by the article. However, Chan, Huang, Snape & Lam (2012) indirectly argue that organizational-based self-esteem has a mediating effect between job crafting and personality structures. In addition, Güner Kibaroğlu (2022) revealed the mediating effect of organization-based self-esteem on the effect of organizational culture on job crafting in the context of firmness and flexibility. Moreover, the aforementioned study indirectly supports the findings of this study. Also, organization-based self-esteem has the power to predict between proactive personality and job crafting. Again, no study has been found in the literature that directly supports this finding of the study. However, Zhang et al. (2022) showed that high organization-based self-esteem in individuals is effective in crafting and making things better, even if the personality structure is weak. This finding of the study can fill the gap in the literature. More precisely, when organization-based self-esteem is added between proactive personality and job crafting, the effect between these two variables may increase and the direction of the effect may change. In other words, organization-based self-esteem can be both a moderating and a mediating factor between proactive personality and job crafting.

5.2. Practical Implications

The findings of the study both provide suggestions for future studies for academicians and also contain information as a recommendation for practitioners. It is recommended that this study, which was carried out by the longitudinal and quantitative methods of academicians, should be repeated in line with the qualitative method in future studies. As for practitioners, the effect of proactive state such as self-development, being in a constructive change, coping with negativities, always looking for the better, identifying opportunities in advance, on job crafting should not be ignored. In addition, it should be taken into account that the individual's high organizational-based self-esteem will have a positive effect on this process. These results can evaluate that, especially by the human resources units, the proactiveness of the people and the high organizational-based self-esteem will craft the jobs better. This process points to a proactive personality and high organization-based self-esteem structure from the individual to the highest unit of the entire organization. In addition, it should not be overlooked that today's employees will play an active role in determining a sustainable change and future as one of the important building blocks of a proactive personality, especially in the foresight and self-improving personality structure of the employees.

5.3. Limitations and Future Research Directions

All the results obtained in the study should be taken into account during the general practice phase due to the limited data collected. In addition, the association of some error variances and the fact that some linearity values were close to acceptable limits should be considered in the evaluation of the results.

ETHICS DECLARATIONS

Support Information: This study did not receive support from any organization such as government, commercial, or non-profit organizations.

Conflict of Interest: On behalf of all authors, the corresponding author declares no conflict of interest.

Ethical Approval: All procedures performed in studies involving human participants conform to the ethical standards of the institutional and/or national research committee and the 1964 Helsinki Declaration and its later amendments or comparable ethical standards. For this study, Ethics Committee Approval was obtained from Başkent University

Social Sciences Research Ethics Committee with decision number E-62310886-604.01.01-11091 dated 15.02.2021.

Informed Consent Form: An informed consent form was obtained from all individual participants who participated in the study.

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