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Job Crafting as the Bridge: Personality's Effect on Performance and the Power of Political Skill

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ABSTRACT

Now days in competitive organizations, there is a need for employees to be proactive enough to act wisely before the happening of events, Findings illustrated that proactive personality of employees is linked with their performance, the link between proactivity and the performance of employees cannot be for granted especially in the presence of job crafting. The purpose of this research is to investigate multilevel effect of personality on performance through job crafting and the moderating role of political skill. The sample size of 35 teams was used. This study covers a total of 35 teams from telecom and banking sector of Lahore selected through purposive sampling from yielding a response rate of 83%. The current research evaluated the descriptive stats, hypothesis testing as well as correlation between variables. The data have been collected through personal and mail survey questionnaire. The method of PLS-SEM has been utilized along with SPSS 19 for descriptive statistics. The study findings showed that there is positive relationship among all mentioned variables and performance, except significant relationship of moderating variable i.e. political skill. We discovered that for development and change, organization should give better environment and offer practices which expand the performance on all level.

Introduction

Over the previous decades, job design has been viewed as a best down process. This suggests the administration of an association designed the representative's job of for the worker (Petrou, Demerouti, Peeters, Shaufeli and Hetland, 2012). Job design is subsequently observed as a best down as well as a base up process, in which representatives roll out their own improvements with respect to the limits of their job (Berg, Wrzesniewski and Dutton, 2010). Job crafting is remarkable

in that it concentrates on the particular exercises individuals perform keeping in mind the end goal to adjust job components and view of the job.Work engagement was first concentrated by Kahn (1990). Later on, Schaufeli and Bakker (2004) characterized work engagement as a positive perspective experienced by a worker while doing his work. Moreover, it gives the worker an ordeal of satisfaction (Schaufeli and Bakker, 2004).

In light of the Job Demand Resource (JD-R) display from Bakker and Demerouti (2008), it can be expressed that job assets, for example, self-sufficiency or input and individual assets, for example, idealism or confidence, either freely or joined, positively affect work engagement. This suggests when a representative changes the limits of an errand, an outcome can be that a worker builds the job and individual assets or reductions the job requests, which positively affects the worker's level of work engagement (Asad, 2025). Consequently crafting a job can prompt a representative encountering a larger amount of work engagement (Tims, Bakker and Derks, 2011).

There are two distinct perspectives with respect to why representatives create their assignments and both depend on the JD-R demonstrate (2008). The primary perspective, as per Wrzesniewski and Dutton (2001), depends on the individual assets of a representative, to be specific his or her qualities and interests. The representative artworks the assignments to make a superior arrangement amongst interests and qualities and the undertakings he or she needs to perform (Berg, Dutton, Wrzesniewski, 2008). The second perspective depends at work requests and job assets of the JD-R display (2008). Petrou et al. (2012) contend that job crafting has three measurements, which are 1) looking for assets; 2) looking for difficulties; and 3) diminishing requests. On the off chance that a worker sees that the job assets or job requests don't compare to the way he or she needs to encounter them, the representative can create the assignments to either expand assets or difficulties, or decline requests to get a superior adjust with individual needs. Having a high level of political aptitude likewise suggests that an individual will have the capacity to realize changes that might act naturally propelled, however that require in any event verifiable acknowledgment from others (Perrewe et al, 2004). Political expertise is additionally associated with a capacity to utilize power or exercise impact that is not really associated with formal specialist (Perrewe et al, 2004). Job crafting endeavors are probably going to require acknowledgment by collaborators and chiefs keeping in mind the end goal to be compelling over the long haul, and it is likewise likely that people will roll out job crafting improvements without formal specialist to change the job. Along these lines, the capacity of a person to impact the reactions of others at work to such an extent that they upgrade the likelihood of meeting individual targets (Adhearn, Ferris, Hochwarter, Douglas, and Ammeter, 2004) should assume a critical part in the crafting procedure.

The connection between job crafting and job performance has been inspected in a few investigations. From subjective meeting ponders (Berg et al., 2010; Lyons, 2008) and in addition quantitative overview contemplates (Bakker, Tims, et al., 2012; Leana et al., 2009), it creates the impression that job crafting for the most part has a positive association with job performance. For instance, Leana et al. discovered that instructors who created their work got higher spectator evaluations of nature of care. Job crafting may relate emphatically to job performance since representatives roll out improvements to their jobs to empower better performance or be more effective yet additionally to have the capacity to do assignments they find fascinating or fulfilling. Job crafters may along these lines guide their vitality to change job attributes to accomplish objectives they esteem or objectives they accept to prompt compensating results (Warr and Inceoglu, 2012).

Problem Statement

A few investigations have uncovered that demonstrate the best job performance in testing, ingenious workplaces, all things considered situations encourage their work engagement (Demerouti and Cropanzano, 2010). This suggests associations should offer their representatives adequate job assets, including criticism, social help, and aptitude assortment. Research undoubtedly recommends that administration can impact representatives' job requests and assets (Nielsen et al., 2008; Piccolo and Colquitt, 2006), and may by implication impact worker engagement and performance (Harter et al., 2002). This examination will check the adequacy of the political expertise as per proactive personality and job crafting to upgrade the performance. It is possible that representatives with advanced education will probably take part in job crafting. Future research ought to look at whether job crafting is similarly material to different examples and work settings (e.g. fabricating, business visionaries). With the assistance of previously mentioned factors this investigation will examine the performance of cutting edge representatives by drawing in CSR workers of media transmission division and the workers of saving money segment of Pakistan. Future examinations among dyads of collaborators or groups ought to research the results of job crafting at the gathering level (Bakker et al.2012)

Past investigations stresses chiefly on the individual worker job crafting while this examination will concentrate on the individual level as well as on the group level. These factors will tried to check the impact of individual crafting on group performance and group level crafting on the individual performance (Shuhua Sun and Hetty IJ. van Emmerik2014).In this examination we present the political ability as arbitrator for the job crafting on multilevel as political expertise is more basic for the group level so we looked to check whether it will improve or debilitate the relationship on multilevel.

Research Objectives

This exploration has intended to study the multilevel effect of proactive personality with linkage of individual and shared crafting directed by political skill on individual and group performance in telecom and banking segments.

- To highlight the connections between proactive personality and multilevel job performance.
- To investigate the impacts of political skill on the connection between proactive personality and multilevel job performance.
- To examine the associations among multilevel crafting and multilevel job performance.
- To investigate the impacts of political skills on multilevel crafting and multilevel job performance.

Research Questions

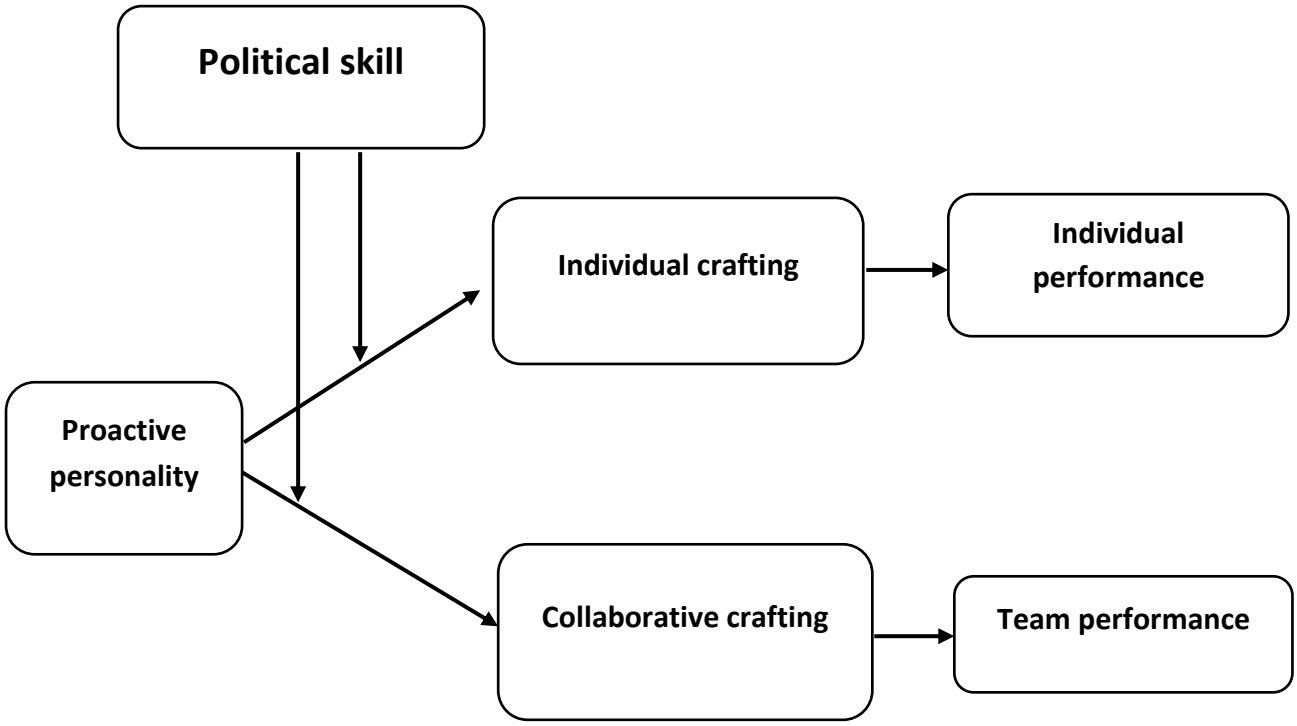
What is participant’s view about the proactive personality and how it changes the performance of the individual and teams?

How much proactive personality have impacts on the individual and team’s performance with mediating role of the individual and collaborative crafting?

What is moderating effects of the political skill in relationship of proactive personality and individual and team’s performances?

Whether political skill buffers the relationships or not?

Research Framework



Research Significance

Pakistan is additionally considered as economy that is creating which have assortments of social qualities and conventions that occurred in whatever is left of other Asian nations too. The motivation behind late investigation is to presents the multilevel effect of proactive personality on individual and group level performance in telecom organizations and banks with the individual and community oriented crafting. Additionally checks the directing impact of political skill on the relationship of individual and synergistic crafting and individual and group level performances. This exploration has causes representatives to know a motivational factor. This will give them for their better performance. They can likewise assess them in the wake of getting these practices the amount they influence their and their group's performance. The research will additionally give associations a fine scenery for gauge without bounds development in the economy and giving likewise more precise data for better efficiency and performance.

Literature Review

This examination means to research the multilevel effect of proactive personality with linkage of individual and collective crafting directed by political skill on individual and group performance in telecom and banking parts. (Grant and Ashford, 2008).. For sure, associations progressively expect representatives to act proactively to play out their assignments adequately (Spitzmuller and Van Dyne, 2013; Vashdi, Bamberger, and Erez, 2013. All the more particularly, proactive personality represented difference in an administrator's charming authority well beyond that represented by the Big Five personality factors. Thus, Major et al. (2006) demonstrated that, controlling for the Big Five, proactive personality remarkably anticipated target advancement action (i.e. the quantity of

instructional classes enlisted for amid a six-month time span and the quantity of hours spent in preparing amid that period), through the inspiration to learn.

The observational proof demonstrates that proactive personality is prescient of other imperative hierarchical practices also. For instance, in their examination among 165 workers and their administrators Greguras and Diefendorff (2010) demonstrated that proactive personality anticipated in-part performance and authoritative citizenship practices (e.g. benevolence, obligingness, and sportsmanship), through need fulfillment. People who are exceedingly included and submitted as autonomous supporters of the association with activity and an awareness of other's expectations are described as proactive representatives (Campbell, 2000).Proactive personality is related with inspiration to learn and engagement in formative exercises (Major et al., 2006), proactive systems administration (Thompson, 2005), newcomer assignment authority (Kammeyer-Mueller and Wanberg 2003), and vocation activity (Yang et al., 2011).

Relationship between proactive personality and multilevel job crafting

Job crafters might need to adjust their present jobs to assumptions about the positive importance and character that can be determined through work (Wrzesniewski et al., 2013). Different crafters may try to create themselves and their jobs into an option that is more noteworthy than some time recently. To fulfill this, representatives settle on cognizant decisions to change the ways they finish errands, explore connections, or consider work. Analysts can't recognize or clarify all determinants of human conduct, however amassed prove recommends that conduct is controlled by situational factors, and regularly, to a great extent in view of the person who is establishing the conduct about (Demerouti et al., 2015).

This personality trademark would legitimately prompt workers taking part in exercises to increment or keep up their present level fulfillment when all is said in done and even with coordinate dangers. In reality, Tims et al. (2010) observed proactive personality to be fundamentally identified with each of the four measurements of job crafting evaluated by the JSC. A few specialists have explored individual qualities as applied forerunners to job crafting. In accordance with my forecasts, individual qualities do emphatically identify with job crafting. One's introduction (i.e., profession introduction, administrative concentration), availability to change, proactive personality, and self-adequacy are identified with job crafting (Bakker et al., 2012; Brenninkmeijer and Hekkert-Koning, 2015; Bruning, 2014; Leana et al., 2009; Lyons, 2008; Petrou et al., 2015; Tims, Bakker, and Derks, 2014; van cave Heuvel, Demerouti, and Peeters, 2015).

Workers who are viewed as proactive, or who have a very proactive personality, tend to show self-activity and animate change (Fuller and Marler, 2009). Proactive personality has appeared to foresee representative proactive practices (Fuller et al., 2006), particularly, voice, assuming responsibility, imagination, profession activity, and systems administration (Fuller and Marler, 2009. Job crafting is a type of proactive conduct (Berg, Wrzesniewski and Dutton, 2010). Bakker, Tims and Derks (2012) have likewise discovered a constructive connection between proactive personality and job crafting. Subsequently, it can be expressed that workers with a proactive personality will probably make their jobs (Bakker, Tims and Derks, 2012).

H1- proactive personality has positive effect on individual crafting

H2- proactive personality has positive effect on collaborative crafting

Job crafting

Job crafting is extraordinary in that it concentrates on the particular exercises individuals perform keeping in mind the end goal to adjust job components and view of the job. This enables workers to not just react to job qualities, yet in addition enables them to shape the job attributes themselves and emotional reactions to them.

Wrzesniewski and Dutton (2001) isolated job crafting into three distinct sorts: formal undertaking, social, and psychological. Formal assignment crafting includes changing the physical working conditions or the practices that the worker performs for the duration of the day. This may include things, for example, changing how assignments are done or going up against extra undertakings at work. Social job crafting is worried about relational connections at work. Another case of social job crafting is adjust the assignments of the job so the representative can associate with clients pretty much as often as possible. Since job crafting is not really advantageous to the association, social job crafting may incorporate a worker constraining their collaboration with clients or collaborators with an end goal to maintain a strategic distance from dissatisfaction. This sort of crafting might be impeding to that worker's profitability or to the association itself.

Subjective job crafting includes changing the person's impression of the job. The psychological parts of job crafting have been examined widely in individuals performing what is viewed as filthy work. Grimy work comprises of jobs that are by and large viewed as disturbing or debasing (Ashforth and Kreiner, 1999). Job crafting would be utilized consistently to guarantee that the fulfillment level remains high, or above limit (Bowling, 2012).

Mediating role of multilevel job crafting between proactive personality and multilevel performance

Job crafting has been found to impact performance at work, which speaks to a profitable result for associations. On the premise of meeting information among workers of childcare focuses, Leana et al. (2009) demonstrated that shared crafting was decidedly identified with performance, especially for less experienced representatives. Note that in this investigation, shared crafting was likewise connected with more elevated amounts of job fulfillment and responsibility. Also, Bakker et al. (2012) found that workers' job crafting was prescient of associate appraisals of in-part performance. Likewise the longitudinal investigation by Petrou (2013) additionally demonstrated that looking for assets anticipated emphatically undertaking performance one year later. Taken together, these discoveries propose a great effect of looking for assets and looking for challenges and a negative effect of decreasing requests for inspiration and performance inside and outside evolving situations.

A few late examinations have discovered that job crafting is emphatically identified with work performance (Gordon, Demerouti, Le Blanc, and Bipp, 2015).

These constructive feelings prompt a more extensive scope of musings and activities in light of the fact that upbeat and energetic individuals have a tendency to coordinate different thoughts (Christian, Garza, and Slaughter, 2011).

H3- proactive personality has positive effect on individual crafting

H4- proactive personality has positive effect on collaborative crafting

H5- individual crafting will mediates the relation between proactive personality and individual performance

H6- Collaborative crafting will mediates the relation between proactive personality and team performance

Political skill

Socioanalytic hypothesis of personality (Hogan and Holland, 2003) recommends that personality reflects singular intentions to stretch along and get beyond, and social skills makes an interpretation of these thought processes into powerful activities that will be generally welcomed by others. Political skill is a sort of social skill that empowers proactive people to make an interpretation of their proactive thought processes into work environment victories.

Political skill developed as a significant idea that arrangements with the quality with which one is adroit at relational impact and data administration. Political skill has been characterized by various researchers (Ferris, Treadway, et al., 2005) as "the capacity to successfully comprehend others at work and to utilize such learning to impact others to act in ways that upgrade one's close to home as well as hierarchical targets.

political skill has been related with higher job performance. Ferris et al. (2005) showed that political skill anticipated administrative evaluations of performance in two examples. Semadar et al. (2006) found that political skill was a more grounded indicator of a chief's job performance than self-checking, administration self-viability, and enthusiastic insight.

Political skill has been observed to be identified with a more good notoriety (Liu et al., 2014), higher job performance appraisals, and more noteworthy vocation movement and achievement (Wei et al., 2012).

H7- Employees political skill moderates the relationship between proactive personality and individual crafting in such a way that this relationship is more pronounced when employee political skill are high rather than when they are low

H8- Employees political skill moderates the relationship between proactive personality and individual crafting in such a way that this relationship is more pronounced when employee political skill are high rather than when they are low

It has been painstakingly managed while understanding the effect of these factors especially in a creating nation like Pakistan. The writing demonstrated an examination crevice exists between the investigations led on connection between proactive personality and performance through job crafting and the directing part of political skill on two levels. Along these lines, the discoveries of the investigation contribute toward improvement of job crafting and performance in Pakistan. Best endeavors have been made to define the writing audit to answer the exploration addresses and to accomplish the examination goals. The following section speaks to inquire about design, target populace, the strategies for directing exploration and instrumentation alongside depicting the reasonable measurable examination systems for the investigation.

Research Methodology

The examination likewise intends to dissect the effect of individual job crafting and community crafting as potential arbiters, separately and on the whole. Therefore, here it is proper to clarify about intervening variable. An interceding variable is additionally called mediating variable. The study is examined by utilizing a difference based SEM approach (PLS-SEM).

Table 1: Measurement of Variables

Sr No.	Main Variables	Total Questions	Source	Type of scale
1	Team performance	03	Schaubroeck, Lam, and Peng's (2011)	5 point Likert scale
2	Individual performance	07	Williams and Anderson's (1991)	5 point Likert scale
3	Individual crafting	06	Chen, Yen, & Tsai, (2014)	5 point Likert scale
4	Collaborative crafting	06	Chen, Yen, & Tsai, (2014)	5 point Likert scale
5	Political skill	18	Ferris, Treadway et al., (2005)	5 point Likert scale
6	Proactive personality	10	Seibert *et al.*'s (1999)	5 point Likert scale

The examination is concerned just with essential information. The arrangements of polls for information gathering were issue by and in addition through mail review to 40 groups comprising of five individuals in each group working in choose telecom organizations and banks, applying purposive testing method. Returned number of poll was 212 out of which 200 surveys were viewed as fitting for information investigation that gave finish reactions in all angles, yielding a reaction rate of 83%.

The information was being broke down by utilizing Statistical Package for Social Sciences (SPSS) 19 windows variant and SmartPLS 3.0. By Utilizing methodical purposive testing procedure, the analyst drew the specimen of 40 groups in Pakistan. Mail and individual review surveys were the wellspring of information accumulation. The gathered information was changed in advanced frame by utilizing SPSS (19 windows rendition). Also, the analyst used SPSS 19 and SmartPLS 3.0 for the information investigation. It additionally announced the criteria for approving the estimation and auxiliary models. The broke down outcomes are talked about in part 4 and dialogs are compressed in conclusive section of the examination.

Table 2: Data Reliability and Validity Criterion

Criteria	Required Parameters	Descriptions	Reference
Construct Reliability	Cronbach's α	1) A coefficient used to verify reliability of the constructs, is ranged from 0 to 1. 2) The threshold figure recommends the value ≥ 0.7.	(Hair *et al.*, 2006; 2013; 2014)
	Composite Reliability (CR)	1) Also considered better than Cronbach alpha that takes into account the indicators' loading. 2) The minimum value of CR is ≥ 0.7.	(Götz *et al.*, 2010; Hair *et al.*, 2011)

Indicators Reliability	Outer/indicator loadings	1) It is a test used to indicate the indicators' variance explained by the underlying latent variable. 2) The indicators' loading for PLS-SEM should be ≥ 0.70.	(Hair *et al.*, 2011; 2014)
Convergent Validity	Average Variance Extracted (AVE)	1) AVE is used to verify if the items are correlated with others. 2) The threshold value for AVE is ≥ 0.5.	(Götz *et al.*, 2010; Hair *et al.*, 2011)
Discriminant Validity	Combined cross-loadings of items and constructs	1) To verify the cross loadings, indicator loadings of every items/constructs must be greater than by their cross-loadings	(Hair *et al.*, 2011)
	Fornell-Lacker Criterion	1) It is the criteria, which requires that square of the average variance extracted (AVE) of latent variables. It must be greater than squared correlation of any other latent variables	(Hair *et al.*, 2011)

Analysis and Findings

Normality Tests

Dependable guideline for information typicality is to acknowledge a variable containing measurement estimation of skewness and kurtosis must fall inside ± 2.00 (Tabachnick and Fidell, 2007; Stevens, 2009).

Table 3: Analysis of Skewness and Kurtosis

	N	Mean	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
ProPerson1	175	3.6114	-.469	.184	1.473	.365
ProPerson2	175	4.2514	-.994	.184	2.215	.365
ProPerson4	175	4.2000	-.327	.184	-1.054	.365
ProPerson6	175	4.3600	-.609	.184	-.737	.365
ProPerson9	175	4.0686	-.082	.184	-.784	.365
ProPerson11	175	4.3314	-.392	.184	-.662	.365
ProPerson14	175	4.3886	-.505	.184	-.627	.365
ProPerson15	175	4.3086	-.510	.184	-.855	.365
ProPerson17	175	4.3200	-.512	.184	-.800	.365
Indicraft5	175	4.2171	-.295	.184	-.823	.365
Indicraft6	175	4.4743	-.595	.184	-.592	.365
Collabcraft2	175	4.3714	-.540	.184	-.653	.365
Collabcraft5	175	4.3314	-.490	.184	-.729	.365
Collabcraft6	175	4.3371	-.506	.184	-.726	.365
politiskill1	175	4.1657	-.181	.184	-.684	.365
politiskill2	174	4.3276	-.437	.184	-.694	.366

politiskill3	175	4.3543	-.488	.184	-.669	.365
politiskill4	175	4.3257	-.375	.184	-.660	.365
politiskill5	175	4.3314	-.446	.184	-.692	.365
politiskill6	175	4.4057	-.621	.184	-.589	.365
politiskill7	175	4.2400	-.222	.184	-.597	.365
politiskill8	175	4.3886	-.699	.184	.127	.365
politiskill9	175	4.2514	-.198	.184	-.555	.365
politiskill10	175	4.3543	-.513	.184	-.681	.365
politiskill11	175	4.2914	-.306	.184	-.645	.365
politiskill12	175	4.4229	-.677	.184	-.544	.365
politiskill13	175	4.3029	-.309	.184	-.639	.365
politiskill14	175	4.3257	-.635	.184	-.271	.365
politiskill15	175	4.3143	-.342	.184	-.652	.365
politiskill16	175	4.3371	-.608	.184	-.066	.365
politiskill17	175	4.3200	-.942	.184	2.108	.365
politiskill18	175	4.2857	-.555	.184	-.374	.365
indiperf5	175	4.0743	-1.175	.184	2.591	.365
indiperf6	175	1.2914	3.325	.184	9.739	.365
indiperf7	175	1.2571	3.545	.184	11.495	.365
Tperf1	175	4.0286	-.039	.184	-.930	.365
Tperf3	175	4.2000	-.310	.184	-.983	.365
Proactive	173	4.2486	-.537	.185	1.121	.367
IndCraft	174	4.3420	10.062	.184	121.625	.366
CollabCraft	172	4.2791	-.841	.185	.897	.368
PoliticSkill	174	4.3193	-.308	.184	-.501	.366
IndPerf	175	3.3869	-.241	.184	8.273	.365
TeamPerf	175	4.0952	-.205	.184	-1.076	.365
Valid N (listwise)	169					

The results clearly exhibit that all of the latent variables are normally distributed but found negatively skewed also, though falling within acceptable range.

Table 4: Sample Description Years

	Frequency	**Percent**	**Valid Percent**	**Cumulative Percent**
>1 year	1	.6	.6	.6
1 year	67	38.3	38.3	38.9
2 years	59	33.7	33.7	72.6
3 years	47	26.9	26.9	99.4
4 years	1	.6	.6	100.0
5 years	175	100.0	100.0	

Table 5: Sample Description Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	112	64.0	64.0	64.0
Male	63	36.0	36.0	100.0
Total	175	100.0	100.0	

Table 6: Sample Description Marital status

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	133	66.0	76.0	76.0
Married	42	24.0	24.0	100.0
Total	175	100.0	100.0	

Table 7: Sample Description Age

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	88	50.3	50.3	50.3
31-40	86	49.1	49.1	99.4
41-50	1	0.6	0.6	100
Total	175	100.0	100.0	

Table 8: Sample Description Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Graduation(4 years)	70	40.0	40.0	40.0
Masters(2 years)	100	57.1	57.1	97.1
M.Phil. / MS	2	1.1	1.1	98.3
Ph.D.	3	1.7	1.7	100.0
Total	175	100.0	100.0	

Table 9: Sample Description Income

	Frequency	Percent	Valid Percent	Cumulative Percent
10k-20k	49	28.0	28.0	28.0
21k-30k	113	64.6	64.6	92.6
31k-40k	10	5.7	5.7	98.3
41k-50k	3	1.7	1.7	100.0
Total	175	100.0	100.0	

Table 10: Descriptive Statistics Item-Wise

	N	Mean	Std. Deviation	Cronbach's α	Number of items
Proactive Personality				0.2563	9
ProPerson1	175	3.6114	.67627		
ProPerson2	175	4.2514	.70685		
ProPerson4	175	4.2000	.72714		
ProPerson6	175	4.3600	.68783		

ProPerson9	175	4.0686	.67457
ProPerson11	175	4.3314	.62871
ProPerson14	175	4.3886	.62320
ProPerson15	175	4.3086	.70032
ProPerson17	175	4.3200	.68682
Valid N (listwise)	175		

Table 11: Descriptive Statistics Item-Wise

	N	Mean	Std. Deviation	Cronbach's α	Number of items
Individual Crafting				-0.2842	2
Indicraft5	175	4.2171	.67700		
Indicraft6	175	4.4743	.58543		
Valid N (listwise)	175				

Table 12: Descriptive Statistics Item-Wise

	N	Mean	Std. Deviation	Cronbach's α	Number of items
Collaborative Crafting				-0.2842	3
Collabcraft2	175	4.3714	.64709		
Collabcraft5	175	4.3314	.66426		
Collabcraft6	175	4.3371	.66570		
Valid N (listwise)	175				

Table 13: Descriptive Statistics Item-Wise

	N	Mean	Std. Deviation	Cronbach's α	Number of items
Political Skill					
politiskill1	175	4.1657	.65300		
politiskill2	174	4.3276	.64659		
politiskill3	175	4.3543	.64342		
politiskill4	175	4.3257	.62714		
politiskill5	175	4.3314	.64673		
politiskill6	175	4.4057	.64413		
politiskill7	175	4.2400	.62478		
politiskill8	175	4.3886	.64138		
politiskill9	175	4.2514	.61090		
politiskill10	175	4.3543	.65229		
politiskill11	175	4.2914	.62577		
politiskill12	175	4.4229	.64643		
politiskill13	175	4.3029	.62029		
politiskill14	175	4.3257	.68830		

politiskill15	175	4.3143	.62383
politiskill16	175	4.3371	.65701
politiskill17	175	4.3200	.67840
politiskill18	175	4.2857	.69363
Valid N (listwise)	174		

Table 14: Descriptive Statistics Item-Wise

	N	Mean	Std. Deviation	Cronbach's α	Number of items
Individual Performance (Dependent Variable)				0.6683	3
indiperf5	175	4.0743	.83057		
indiperf6	175	1.2914	.94728		
indiperf7	175	1.2571	.88872		
Valid N (listwise)	175				

Table 15: Descriptive Statistics Item-Wise

	N	Mean	Std. Deviation	Cronbach's α	Number of items
Team Performance (Dependent Variable)				0.486	2
Tperf1	175	4.0286	.69834		
Tperf3	175	4.2000	.71116		
Valid N (listwise)	175				

Table 16: Construct wise Descriptive Statistics of I.V & D.V

	N	Minimum	Maximum	Mean	Std. Deviation
Proactive	173	3.59	4.59	4.2486	.15897
IndCraft	174	3.50	11.17	4.3420	.56817
CollabCraft	172	3.33	4.83	4.2791	.27565
PoliticSkill	174	3.89	4.67	4.3193	.15187
IndPerf	175	1.29	4.71	3.3869	.37204
TeamPerf	175	3.33	4.67	4.0952	.41960
Valid N (listwise)	169				

Correlation Analysis

The discoveries demonstrated that the greater part of the control factors of the investigation were not fundamentally associated with extend achievement factors in Pakistan.

Table 17: Correlation Matrix among Control Variables of the Study

	Years	Gender	Marital	Age	Education	Income
Years	1					
Gender	-.140	1				
Marital	.002	.073	1			
Age	-.122	.101	.049	1		
Education	.057	-.214**	.042	-.109	1	
Income	.146	-.041	.064	-.007	.210**	1

**. Correlation is significant at the 0.01 level (2-tailed).

Table 18: Correlations Among all Study Variables

	Proactive	IndCraft	CollabCraft	PoliticSkill	IndPerf	TeamPerf
Proactive	1					
IndCraft	.042	1				
CollabCraft	.392**	.138	1			
PoliticSkill	.348**	.195*	.380**	1		
IndPerf	-.133	.086	.046	.137	1	
TeamPerf	.029	-.029	.081	.046	.082	1

The paper inspected the pointer unwavering quality through marker loadings likewise called factor/external loadings in PLS-SEM. Below given table displays that external/institutionalized loadings of whole things are qualifying the base stipulated criteria, i.e. ≥ 0.4 (Churchill, 1979; Henseler et al., 2009, Hulland, 1999), in spite of greatest things are nearer to favored level of 0.7 (Hair et al., 2014).

Table 19: Outer Loadings

	Collab Crafting	Ind Crafting	Ind Perform	Proactive Personality	Team Perform
Collabcraft2	0.7039	0	0	0	0
Collabcraft5	0.5253	0	0	0	0
Collabcraft6	0.6176	0	0	0	0
Indicraft5	0	0.6597	0	0	0
Indicraft6	0	0.6636	0	0	0
ProPerson1	0	0	0	0.3124	0
ProPerson11	0	0	0	0.5612	0
ProPerson14	0	0	0	0.3333	0
ProPerson15	0	0	0	0.2757	0

ProPerson17	0	0	0	0.4252	0
ProPerson2	0	0	0	0.2395	0
ProPerson4	0	0	0	0.3251	0
ProPerson6	0	0	0	0.5127	0
ProPerson9	0	0	0	0.1785	0
Tperf1	0	0	0	0	0.7478
Tperf3	0	0	0	0	0.8689
indiperf5	0	0	0.2774	0	0
indiperf6	0	0	0.9577	0	0
indiperf7	0	0	0.9607	0	0

PP= proactive personality, IC= Individual crafting, CC= Collaborative crafting, IP= Individual performance, TP= Team performance

Thus, it is evident from the results that all of the study items achieved indicator reliability (Hair et al., 2013). Secondly, for measurement model, internal consistency is required to be verified (Hair et al., 2014).

Convergent Validity

Table 20: Measurement Model Quality Criteria

	AVE	**Composite Reliability**	**R Square**	**Cronbachs Alpha**
Independent Variables	> 0.70	> 0.70	> 0.50	> 0.50
Collab Crafting	0.3843	0.6487	0.1662	0.1936
Ind Crafting	0.4378	0.609	0.0926	-0.2842
Ind Perform	0.6391	0.8166	0.0358	0.6683
Proactive Personality	0.1376	0.5632	0	0.2563
Team Perform	0.657	0.7921	0.0014	0.486

It is obvious from Table that CR produces comparatively better values of the constructs than Cronbach α (Hair *et al.*, 2013). The table witnesses that entire measurement quality criteria are met for the whole variables.

Table 21: Fornell-Larcker Criterion

	Collab Crafting	**Ind Crafting**	**Ind Perform**	**Proactive Personality**
Collab Crafting	0.619919			
Ind Crafting	0.210444	0-661664		
Ind Perform	-0.071992	0.189273	0.799437	
Proactive Personality	0.407635	0.304333	-0.054388	0.810555
Team Perform	0.036895	-0.051750	0.156639	-0.033638

Table 22: Cross Loadings

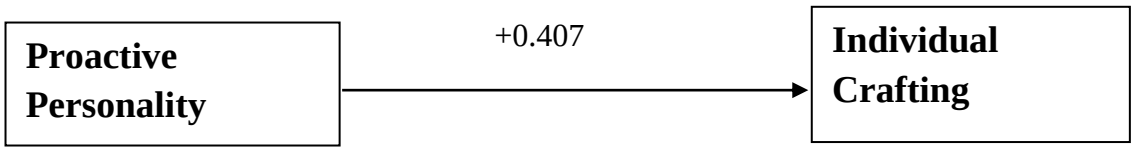
	Collab Crafting	**Ind Crafting**	**Ind Perform**	**Proactive Personality**	**Team Perform**
Collabcraft2	**0.7039**	0.1763	-0.0926	0.2598	0.0494
Collabcraft5	**0.5253**	0.1002	-0.0914	0.2155	-0.0021

Collabcraft6	**0.6176**	0.1112	0.0368	0.2765	0.0172
Indicraft5	0.0569	**0.6597**	0.0726	0.2335	-0.0755
Indicraft6	0.2212	**0.6636**	0.1776	0.1694	0.0068
ProPerson1	0.1233	-0.0017	**-0.112**	0.3124	0.0254
ProPerson11	0.199	0.1183	**-0.0625**	0.5612	-0.0933
ProPerson14	0.195	0.1911	**-0.0288**	0.3333	0.0133
ProPerson15	0.058	0.2066	**0.0174**	0.2757	-0.1134
ProPerson17	0.1952	0.1128	**0.0471**	0.4252	0.0066
ProPerson2	0.038	0.0712	**-0.0011**	0.2395	0.0861
ProPerson4	0.1391	0.0596	**0.0405**	0.3251	-0.0085
ProPerson6	0.1981	0.0841	**-0.0474**	0.5127	0.0325
ProPerson9	0.0847	0.0644	**-0.0758**	0.1785	0.0168
Tperf1	0.0252	0.0063	0.0729	**-0.0251**	0.7478
Tperf3	0.0338	-0.0785	0.1691	**-0.0292**	0.8689
indiperf5	-0.0909	0.0369	0.2774	-0.0518	**0.0378**
indiperf6	-0.058	0.1831	0.9577	-0.0655	**0.17**
indiperf7	-0.0658	0.1832	0.9607	-0.0314	**0.1317**

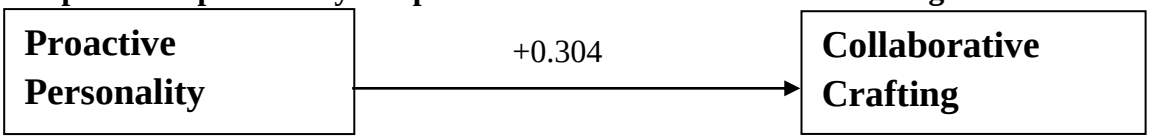
Table 23: Summary of indirect paths

Hypothetical Relationships	Path Coefficients	SE	T-value
H1 PP → IC	0.4076	0.0365	11.1547
H2 PP → CC	0.3043	0.0714	4.2594
H3 IC → IP	0.1893	0.0482	3.9248
H4 CC → TP	0.0369	0.0772	0.4782

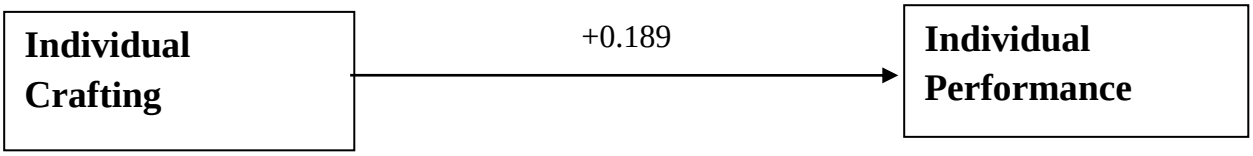
H1- proactive personality has positive effect on individual crafting.



H2- proactive personality has positive effect on collaborative crafting.



H3- proactive personality has positive effect on individual crafting.



H4- proactive personality has positive effect on collaborative crafting.

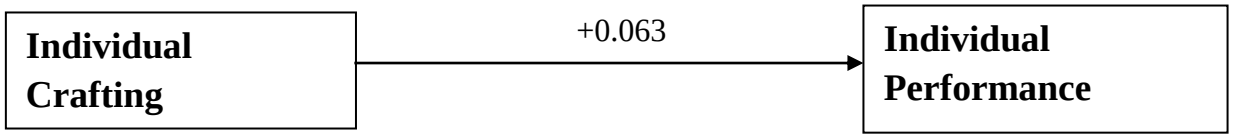


Table 24: Summary of indirect paths

	Estimate	SE	T-value
PP→IC→IP	0.057604	0.016353	3.522475
PP→CC→TP	0.01504	0.032713	0.459775

H5- individual crafting will mediates the relation between proactive personality and individual performance.

H6- Collaborative crafting will mediates the relation between proactive personality and team performance.

Interestingly, the results of these multiple mediator are found different as compared to the individual mediation. However, this final model is supporting the overall mediating effect of job crafting when run in SmartPLS 3.0. Moreover, all of the path coefficients are significant except PP→CC→TP. Hence, the overall structural model supports the partial mediation.

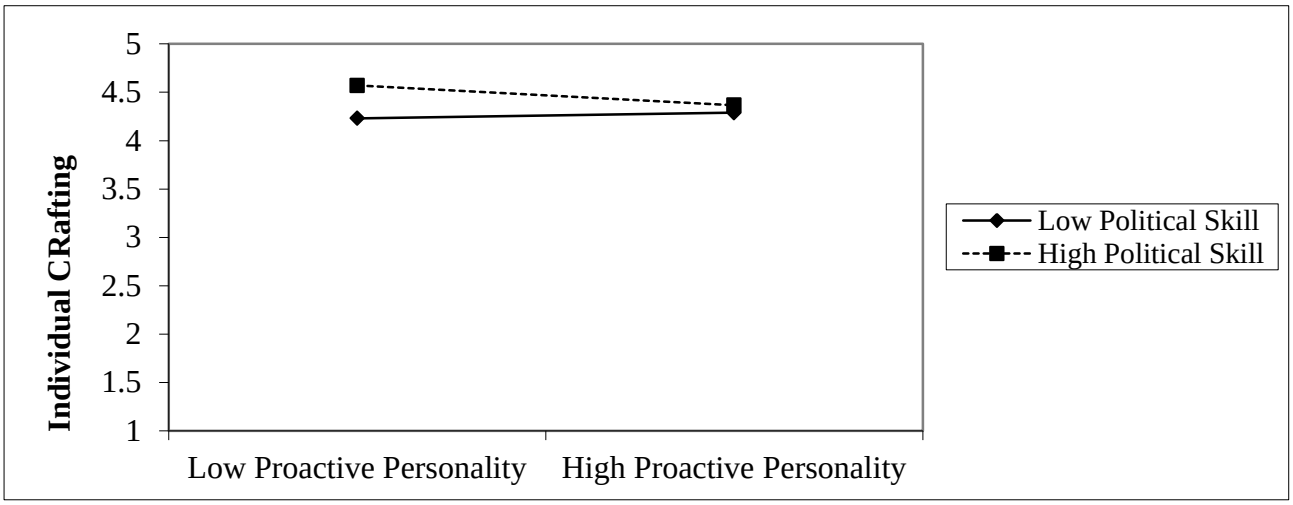
Moderator

We predict that political skill will moderated relationship between the proactive personality and individual crafting (H7) we also that political skill will moderated relationship between the proactive personality and collaborative crafting (H8). As reported in table below, this interaction was significant in predicting individual crafting. In support of the hypotheses, proactive personality had a direct relationship with individual crafting when political skill was low.

Table 25: Moderation Analysis

	Dependent Variable			
	Individual crafting			
Variables	**Model 1**			
Main Effects	Coefficient	SE		
Political skill	12.196	7.055		
Proactive personality	11.473	7.143		
Interactions				
Proactive personality * Political skill			-2.70	1.67
Overall R	.230			
Overall R^2	.053			
Overall Model F	3.12			
ΔR^2	.014			

Interaction of the proactive personality and political skill in the predicting individual crafting



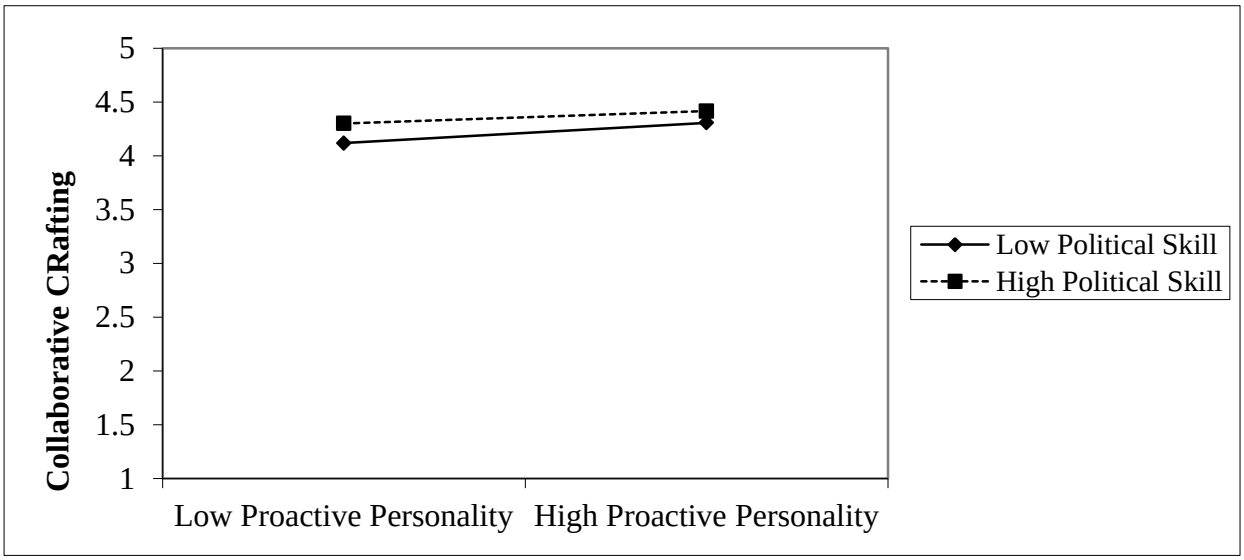
It elucidates that proactive personality and political skill in the predicting individual crafting, when proactive personality is high and political skill is also high. In addition, it shows that individual crafting is at its lowest when proactive personality is low and political skill is also low.

Table 26: Moderation Analysis

	Dependent Variable			
	Collaborative crafting			
Variables	**Model 1**			
Main Effects	Coefficient	SE		
Political skill	3.815	3.113		
Proactive personality	3.868	3.150		
Interactions				
Proactive personality * Political skill			-.785	.737
Overall R	.475			
Overall R^2	.226			
Overall Model F	16.072			
ΔR^2	.005			

Interaction of the proactive personality and political skill in the predicting collaborative crafting

It elucidates that proactive personality and political skill in the predicting collaborative crafting, when proactive personality is high and political skill is also high. In addition, it shows that collaborative crafting is at its lowest when proactive personality is low and political skill is also low.



Conclusion

To investigate and valuable commitment perception to investigations of personality and performance, we were translated why and how effects of practices on job crafting and furthermore political skill achieves consideration in settings of the Pakistan. Directed impact of political skill has been likewise tried between the connections of proactive personality and individual and collective crafting. An intervention impact of individual and community oriented crafting has likewise tried between the relationship of proactive personality and performances on both individual and group level.

There have been not discovered any past research which is accessible for proactive personality and individual and community oriented crafting with the directed impacts of political skill particularly in telecom and banking divisions of the Pakistan. That is the reason on which basically this exploration concentrated on proactive personality, individual crafting, synergistic crafting, political skill and performance on individual and group level in telecom and banking segments. The whole speculation was acknowledged with the exception of one and results demonstrate the constructive noteworthy connection between proactive personality and performances on individual and group level, while job crafting intervenes these connections. On opposite side, political skill has been essentially directs connection between the proactive personality and individual crafting while political skill likewise directed the connection between proactive personality and community crafting however not altogether.

Recommendations

- Encourage proactive personalities in employees at all levels to improve performance and productivity.
- Provide job crafting training to enhance individual and team outcomes.
- Create a supportive environment for employee growth through job crafting, boosting work engagement and task performance.
- Offer skill-building practices to help employees and management maintain high performance across all organizational levels.

Implications

- Telecoms & banks should apply job crafting research insights to enhance employee performance.
- Promote proactive behavior and job crafting to help employees develop key skills.
- Job crafting can boosts confidence and productivity, improving overall work outcomes.
- Political skill is crucial so organizations should actively develop and manage it for better performance.

Limitations

This study has several limitations that should be acknowledged. First, while political skill was examined as a moderator, other potentially significant moderators remain unexplored and warrant further investigation. Second, the measurement of variables was adapted to suit the specific needs of this research, which may affect the generalizability of findings. Third, the cross-sectional nature of the data collection limits causal inferences; future studies would benefit from longitudinal designs to better capture temporal dynamics. Fourth, the exclusive focus on Pakistan's telecom and banking sectors restricts the broader applicability of results to other industries and geographical contexts. Fifth, time constraints posed challenges in obtaining more comprehensive and precise outcomes. Finally, the limited sample size and demographic coverage may not fully represent the diverse workforce across Pakistan, suggesting a need for more extensive sampling in future research. These limitations highlight opportunities for methodological refinements and expanded scope in subsequent studies.

Future Research

Future research should explore additional factors influencing performance and expand the study to more diverse demographics. A more balanced gender representation and broader geographical coverage within Pakistan could yield deeper insights. While this study found that political skill moderates the link between proactive personality and individual crafting, its effect on collaborative crafting was insignificant. Further investigation should examine other moderating mechanisms and organizational contexts shaping job crafting dynamics.

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