

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Impact of Job Crafting on Job
Performance: Mediating Role of Work
Engagement with Openness to
Experience as a Moderator between Job
Crafting and Work Engagement**

by

Waqas Ahmed

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

**Faculty of Management & Social Sciences
Department of Management Sciences**

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*I want to dedicate my work to my Parents and my supervisor Dr. Raza Naqvi for
his support and guidance.*



CERTIFICATE OF APPROVAL

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Role of Work Engagement with Openness to Experience as
a Moderator between Job Crafting and Work Engagement**

by

Waqas Ahmed

(MMS193042)

THESIS EXAMINING COMMITTEE

S. No.	Examiner	Name	Organization
(a)	External Examiner	Dr. Amir Gulzar	FU, Islamabad
(b)	Internal Examiner	Dr. Shazia Faiz	CUST, Islamabad
(c)	Supervisor	Dr. S.M.M Raza Naqvi	CUST, Islamabad

Dr. S.M.M Raza Naqvi

Thesis Supervisor

November, 2022

Dr. Lakhi Muhammad
Head
Dept. of Management Sciences
November, 2022

Dr. Arshad Hassan
Dean
Faculty of Management & Social Sci.
November, 2022

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He is my role model in the field of Management research, and I know they will always server as a source of inspiration for me and for many others.

(Waqas Ahmed)

Abstract

This study emphasizes the relationship of Job Crafting on Job Performance: Mediating Role of Work Engagement with Openness to Experience as a Moderator between Job Crafting and Work Engagement. Based on JD-R Theory, this study examines the relationship between job crafting and job performance as it helps to increase both organizational and individual growth and leads to success. Additionally, the role of work engagement as a mediator has been examined. Moreover, the moderating role of openness to experience in this relationship has been examined.

The research design consists of a questionnaire-based survey with the sample size of 283 responses. The data was collected from different telecommunication companies those were located in Rawalpindi and Islamabad. The analysis was done by using SPSS for Descriptive statistics, one-way ANOVA, reliability, correlation, and regression analyses.

Results showed that job crafting is positively related to job performance. The work engagement is positively associated with job performance. Additionally, work engagement mediates the relationship of job crafting with job performance. Finally, openness to experience was not moderated the relationship of job crafting with work engagement. Furthermore, practical and theoretical implications and limitations, and future research directions are also discussed

Keywords: Job Crafting, Work Engagement, Job Performance, Openness to Experience.

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Abbreviations

ANOVA	Analysis of Variance
DV	Dependent Variable
JC	Job Crafting
JD-R	Job Demand Resource
JP	Job Performance
LLCI	Lower Limit Confidence Interval
Mini IPIP	Mini International Personality Item Pool
OCB	Organizational Citizenship Behavior
OTE	Openness to Experience
POS	Perceived Organizational Support
SPSS	Statistical Package for Social Sciences
ULCI	Upper Limit Confidence Interval
WE	Work Engagement

Chapter 1

Introduction

1.1 Background

“Design is not just what it looks like and feels like. Design is how it works.”—

Steve Jobs

Above quote helps us in our prospects that for better productivity and long fledged results, we may put changes in job designs by job crafting. Job crafting refers to the way with which an employee redesigns his or her job, according to his/her physical, social and cognitive skills, abilities or knowledge (Wrzesniewski and Dutton, 2001). According to Berg et al. (2008), Job crafting can be defined as “the means of describing the ways in which employees utilize opportunities to customize their jobs by actively changing their tasks and interactions with others at work”. Rapid business environment changes and recent development in information technology have gradually joined organizational members’ proactive attitudes and behavior. The members (especially employees) should adopt proactive approach in completing their given jobs and to achieve personal as well as organizational goals. So it should not be necessary for the organizations to apply conventional approaches for a job design and practices like job crafting are to be encouraged within the organizations which enable employees to redesign their jobs according to their orientation and convenience.

In recent decades, telecommunication has further escalated the value of communications, developed into an industry that continues to be relevant in accelerating economic and social development of nations. The telecommunication sector has made significantly contributed towards fascinating the unemployed, particularly the youth. Almost all sectors of society engage and benefit from platforms and services provided by the industry, including daily business transactions across sectors. Some of the most important impacts have been felt as how it helps in making decision, helps in providing feedback, promotes relation at workplace and also interpersonal relationship, in addition to that, it helps in sharing information. [Zahra et al. \(2008\)](#) identified that with the lens of world global nature, the telecommunications industry is a significant part of Ghana's economic growth. The survival of the telecommunication firm is dependent on the performance of employees, and the performance of the employee has been shown to be influence by flexibility like job crafting especially in telecom industry.

Main results of majority of job crafting research are employees being engaged at work and resultant job performance e.g. ([Tims et al., 2012, 2013a; McClelland et al., 2014; Demerouti et al., 2015a; Bakker et al., 2016; Dan et al., 2020](#)). Work engagement is the harnessing of organization member's selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances ([Kahn, 1990](#)). Work engagement is of three aspects: physical, emotional and cognitive. Finally, Work engagement is defined as "positive behavior or a positive state of mind at work that leads to positive work-related outcomes.

Employees with high levels of work engagement are energetic and dedicated to their work and immersed to their work" ([Bakhuys Roozeboom and Schelvis, 2014](#)). Whereas, Job performance is about acting to do a job. Job performance is not the consequence of that acting but a mean to reach there. It is also not a single action but an accumulation of actions. Performance in a job is completely separate from the job outcomes and is related to success as well as productivity. So, Job performance refers to how an employee performs at his or her job and [Campbell \(1990\)](#) says that "it is the mean to reach a goal or set of goals within a job, role, or organization."

Empirical research e.g. [Tims et al. \(2013a\)](#); [McClelland et al. \(2014\)](#); [Demerouti et al. \(2015b,b\)](#); [Bakker et al. \(2016\)](#) has established that job crafting is positively linked to work engagement of employees. Studies have also showed that work engagement successfully mediated the relationship in job crafting and performance of employees within the organizations.

According to [Oldham and Hackman \(2010\)](#), since people working in flexible businesses probably have at least some freedom to redesign and craft their responsibility, there is growing importance in how they do so. Job crafting could involve altering one's daily activities, approach to work, or interpersonal relationships at work place. Job crafting, according to [Wrzesniewski and Dutton \(2001\)](#), enables employees to alter the significance of their role and their professional uniqueness by changing the job's requirements and towards social workplace environment. It is observed that traditional emphasis to redesign interventions from top to down to improve job features for people is complemented by job crafting ([Wrzesniewski and Dutton, 2001](#)). [Wrzesniewski and Dutton \(2001\)](#) conducted a study and found that Job crafting is a down to top strategy through this process workers take the advantage to maximize their own job features to match work with their individual preferences and capabilities, in contrast, employee motivation and attitudes emerging from the job design. In other words, workers actively create their work experiences rather than simply reacting to them.

In fact, just a limited research has demonstrated that employees take charge to craft particular aspects of their jobs ([Lyons, 2008](#); [Berg et al., 2010](#)). Additionally, there is substantial evidence that job crafting enhances each employee's performance to accomplish their work. Although it may seem like a basic concept, job crafting actually proves to be a significant tool for assisting people in taking charge of their everyday tasks. Contrary to popular belief, "engagement" has a significant impact on organizational performance and has a considerable effect on a numerous stakeholders. In fact, assessing a person's productivity and satisfaction on job, is done by looking at how engaged they are at work. Our goal in the current study is to add to the body of knowledge by examining overall job crafting. Because it creates the foundation for work engagement and also for job crafting, we specifically look at whether team job crafting is linked to performance. By

expanding the moderation effect of openness to experience between job crafting and work engagement, this study adds to the literature on job crafting and work engagement. And Openness to Experience is the extent to which humans think in broad or narrow and deep or shallow ways, and the absorbing capacity of their consciousness and experience boundaries (McCrae and Costa, 2003; McCrae and Costa Jr, 1997).

1.2 Gap Analysis

In Asian Countries, scholars have initiated to study the role of job crafting in last few years Li (2015); Lichtenthaler and Fischbach (2016); Nielsen et al. (2017); Lee et al. (2018); Ghani et al. (2019); Laurence et al. (2020); Sekiguchi et al. (2017), but till now, according to the best the author knows, scarce amount of research has been done to study the impact job crafting has on the work-related outcomes of Asian workforce, and there is a further need for studies. Over the last 20 years, organizational scientists have been working to investigate how job characteristics can be highly influential on the employee's wellbeing (work engagement). With reference to mentioned citation, this study will be carried out by using openness to experience as a moderator with work engagement.

Job crafting research has another gap regarding the unclear boundary conditions which can add strength or weakness in the effect of job crafting to resultant outcomes of job e.g. engagement, performance. There seems only one study which investigated the boundary condition. According to Tsui (2004), if management techniques developed in West are tested in different other countries or cultures, it helps in increasing organizational effectiveness in managing diverse workforces. Lu et al. (2014) established that when job insecurity was high, the work engagement and job crafting's positive relationship becomes stronger than when job insecurity was low.

Finally, although personality traits are used with job crafting Bell and Njoli (2016) but future investigations in the form of one of personality trait that is openness to experience can be used for moderation between crafting the job and engagement at work relationship to enhance job performance.

1.3 Problem Statement

The role of job crafting cannot be ignored in the context of employees as it contributes toward the engagement and involvement in the organization. Job crafting is as we know, the redesigning the job by the employees so redesigning can be a source to perform better in the organization. There are excess of studies available, which examined job crafting which make impact on job performance with the help of work engagement. Job crafting, work engagement and job performance is basically content of Job Demand and Resource Theory. This is actually an important discussion of current era of designing job in flexible environment.

Moreover, very limited studies are available to test Personality trait with job crafting and performance. One of personality trait is “openness to experience”, and this personality trait yet not been tested under the umbrella of JD-R theory. So debate remains incomplete unless we do not find the impact of openness to experience, either it strengthen the relationship of job crafting towards work engagement or weaken the relationship. For this Openness to experience tested as a moderator between job crafting and work engagement. Finally, the context of study is unique, since we find limited studies in extent literature which consider non US/Western to study JD-R model. This study is being addressed by taking a population of Private Telecommunication Sector of Pakistan, which is unique.

1.4 Research Question

Question 1:

What is the effect of Job crafting on Job Performance?

Question 2:

What is the effect of Work Engagement on Job Performance?

Question 3:

What impact Job crafting has on Work Engagement?

Question 4:

Does Work Engagement mediate the relationship between Job Crafting and Job Performance?

Question 5:

Does Openness to Experience moderate the relationship between Job Crafting and Work Engagement?

1.5 Research Objective

Objective 1:

To study the effect of Job crafting on Job Performance.

Objective 2:

To explore the effect of Work Engagement on Performance related to Job.

Objective 3:

To see the impact of Job crafting on Work Engagement.

Objective 4:

To find out the mediating role of Work Engagement between Job Crafting and Job Performance.

Objective 5:

To find out whether Openness to Experience moderates the relationship between Job crafting and Engagement at work.

1.6 Significance of the Study

Nowadays Job crafting is a hot issue by using antecedent for desirable outcome or we can say the enhancement of worker productivity. Link of job crafting with work engagement is well established already and couples of researches were conducted. As above mentioned; to get desirable outcome or job performance with the help of employees job crafting, and by using mediating mechanism of work engagement and the perfect addition of openness to experience as a moderating role between crafting the job and employees work engagement would be actually a contribution and novelty of the study that will help for practicing managers.

Moreover our work will provide the way to increase work engagement of employees and their job performance. And as suggested this research effort will provide the

platform for managers to have a more elaborate understanding of adapting the policies and procedures of their organizations for crafting or re-designing jobs, and to cultivate a system and context formally within the organization to promote job crafting behavior of employees ([Wrzesniewski and Dutton, 2001](#)). If pointed specifically, it can be said that if perks and benefits are aligned with the job crafting practice, it can enhance job crafting.

1.7 Underpinning Theory

1.7.1 Job Demands-Resource Theory

[Demerouti et al. \(2001\)](#) coined the JD-R Model for the first time, in an effort to understand the Predictors of burnout. The model drew on the bases of meta-analysis of [Lee et al. \(2018\)](#) by identifying 13 Job resources and 8 job demands as the burnout reasons. Then [Schaufeli and Bakker \(2004\)](#) proposed a revised JD-R model. This revised JD-R model included work engagement too. This model also introduce mediating mechanism of burnout between job demands and problems related to health and work engagement also as a mediating mechanism between job resource and positive outcome like performance ([Schaufeli and Taris, 2014](#)).

JD-R model mature towards JD-R theory, in other words Job demands-resources theory is extension of JD-R model ([Rattrie et al., 2020](#)). JD-R Theory is encouraged by job stress and job design theories. And JD-R theory is the combination of two traditional researches, by explaining impact of Job demands and job resources separately over motivation and stress, also interactional impact of Job demands and job resources over job motivation and stress ([Bakker et al., 2014](#)).

There are few valuable reasons for admiration of JD-R Theory was highlighted by [Bakker and Demerouti \(2014\)](#). It includes flexibility, two processes (i.e. motivational process and health impairment those are driven by demands of job and resources of job), Interaction are there between Job Demands and Resources in theory (first interaction job resources minimize the effect of job-related demands on strain and second interaction, job demands increase the effect on job resources

on motivation [Demerouti et al. \(2001\)](#), Personal resources (An important contribution in model and theory [Bakker et al. \(2004\)](#), reverse causal relationship (which make dynamic theory) and job crafting.

Our study follow JD-R model to job crafting [Tims et al. \(2012\)](#); [Bakker et al. \(2016\)](#) as we are focus in how employee-designed or employee-crafted alteration in characteristics of job add to engagement at work. Characteristics of job are usually classified as either job resources or job demands, proposed by JD-R theory ([Radic et al., 2020](#)). [Demerouti et al. \(2001\)](#) defined job demands as “those physical, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs” e.g. job insecurity, heavy lifting, work overload, and interpersonal conflict. According to Hockey (1997), when job demands are increases then extra effort required to reach the task targets and to maintain job performance too. Job resources are referred to “those physical, social, or organizational aspects of the job that may do any of the following: (a) be functional in achieving work goals; (b) reduce job demands and the associated physiological and psychological costs; (c) stimulate personal growth and development” [Demerouti et al. \(2001\)](#), e.g. feedback, control over job, and socially-gained support. This old model presented two processes that leads to burnout, first was undue and extreme demands of job and the second was limited resources of job to meet the targets ([Schaufeli and Taris, 2014](#)).

As discuss earlier, on the basis of JD-R theory, demands of job and resources of job proposed two parallel things, high demand leads to health issues and absenteeism and high resources leads to positive outcome like performance ([Demerouti et al., 2001](#)). Also interaction of job resources and job demands presents additional variation in strain and engagement at work and leads to performance. By mapping job crafting on the basis of job resources and job demands, we are in a position to produce job characteristics that may lead to change and craft the employees jobs ([Bakker et al., 2016](#)).

In another study, [Tims et al. \(2013b\)](#), crafting the job classified into three extents: (1) increasing challenging job demands; (2) increasing job resources; and (3) decreasing hampering demands of job. These dimensions postulate to add to

performance of job by increasing engagement at work (Tims et al., 2013b). It's all done because of expending resources, and by increasing in challenging demands, and finally job crafting add to engagement at work Bakker and Demerouti (2007) by minimizing dismissive impacts of demands of hindrance. At workplace inclusion of high levels of job resources lead to engagement at work.

1.8 Plan of Study

The plan for the study is as follows. Introduction including underpinning theory of JD-R cover in Chapter 1. The theoretical background of preposition, as well as the empirical results of various predicting methodologies, are covered in Chapter 2. On the basis of data sampling, methodology of this research can be find in chapter 3. The study's results and findings are covered in Chapter 4, while the study's theoretical and managerial implication, limitation, suggestions, and conclusion are covered in Chapter 5.

Chapter 2

Literature Review and Hypothesis Development

2.1 Job Crafting and Job Performance

It was discovered that job crafting both directly and indirectly affects job performance. Additionally, work engagement has a mediating effect on the relationship between job crafting and job performance. [Wrzesniewski and Dutton \(2001\)](#) classified job crafting 2001 as task crafting, cognitive crafting and relational crafting based on whether it modifies the nature of relationships at work, and the last is scope of tasks. Tims et al. in 2012 stated that job crafting has three aspects: first is to increase job resources, second is to increasing challenging job demands, and last is to decreasing hindering job demands. They did this by applying JD-R theory to jobs. These three job crafting elements are thought to improve performance by encouraging work engagement ([Tims et al., 2012](#)).

Work engagement and job performance have generally been acknowledged as important results of job crafting ([Shin et al., 2020](#)). More research is required to fully understand the effects of job crafting on performance overall. Although it has been discovered that job crafting and other many other important and proactive working technique and tactics that can boost performance and produce organizational benefits, such as greater skills and professional growth ([Gordon et al., 2018](#)). It has been observed that by having the power to shape employees everyday working

environment through job building, then they should be better able to accomplish their duties. It has looked at the connections between optimizing one's demands for specific jobs and his/her available resources to a variety of performance outcomes, including task (that is, in-role work behavior), contextual (that is, extra-role work behavior), and adaptive performance (that is, customized performance) to meet every organization's needs (Gordon et al., 2018). Reducing demands may be an opportunity for people to protect themselves when they are overworked and their energy and resources are depleted while also supporting them in continuing to function (i.e., perform) over time.

Many studies have been carried out and found positive relation between job crafting and job performance. According to quantitative survey studies Leana et al. (2009) and qualitative studies like interview Berg et al. (2010), job crafting mostly appears to have a favorable association towards job performance. Leana et al. (2009) discovered in 2009, for instance, that teachers who carefully craft their work obtained greater observer ratings of care quality. As employees alter and redesign their jobs to get greater performance or to get more efficiency but also produce things they find fascinating or rewarding, crafting the job may have a positive relationship to job performance. Therefore, who craft their job, may focus their efforts on changing employment features to accomplish goals they value or goals they believe would result in positive outcomes (Tims et al., 2015). Based on the justifications that tailoring one's work requirements and employment resources may result in term of better work engagement and improved performance.

Job crafting can support tour leaders in performing greater at workplace, enjoying their work more, and dealing with variety of tasks. Cheng et al. (2016), conducted a research in 2016 and found that Job crafting has the potential to significantly affect job performance since it can affect which activities are accomplished, how they are completed, and the interpersonal dynamics of the workplace. The involvement of employees who design their job characteristics is higher, is all about to crafting his/her job. Another important feature of job crafting is that it enables workers to create more challenges at work, making it an essential strategy for fostering personal development and improving job performance ultimately (Tims et al., 2012). For assessments of job performance and work engagement of the

employees can be possible by using JD-R model. Leaders can customize their job by individual job crafting to compare their styles, unique preferences, and talents with their job responsibility. Thus, the ability to redesigning their work ought to boost their engagement in their profession. Additionally, through collaborative crafting, they should be able to take benefit of the resources provided by their jobs and collaborate with their coworkers to create a inspiring work environment that encourages enthusiasm for and interest in their workplace. In this way employee engagement can be done at the workplace (Bakker et al., 2012). Higher step of job performance ought to be the result of this advantageous influence. As a result, job crafting might be positively associated with team leaders' job performance.

In order to examine the impact of job crafting on job performance, Tims et al. (2015) conducted a study with the help of four dimensions: enhancing employment social resources, improving structural work resources, minimizing obstructive work requirements and increasing specific challenging workplace demands. There are two elements of job crafting, one is challenging job demands and second is crafting job resources, these two elements also tested as a mediating effect influence on in-role performance with the help of work engagement, also tested in the study of (Bakker et al., 2012). Employee's performance will increase as a result of taking the initiative to take additional task with their responsibilities. Employees identify their friends based on whether or not they expose matchable talents, and when their own skills are inadequate, they receive support from their friends to help them fulfill their job duties more effectively. Employees will perform better when they alter how they observe their jobs, and a positive outlook will help them enjoy their work more. Job engagement is one mediator for the impact of job crafting on performance, but it is not the only one. Crafting the job also has indirect effect on in-role performance with the help of job engagement (Bakker et al., 2012).

Tims et al. (2013a) conducted a longitudinal study in 2014 that study demonstrated that job crafting is a phenomenon associated to the workplace and is connected to job performance. It is shown that job crafting intentions may be changing employee behavior in the direction of greater performance Ajzen (1991), which is actually another strategy for encouraging employees to express job

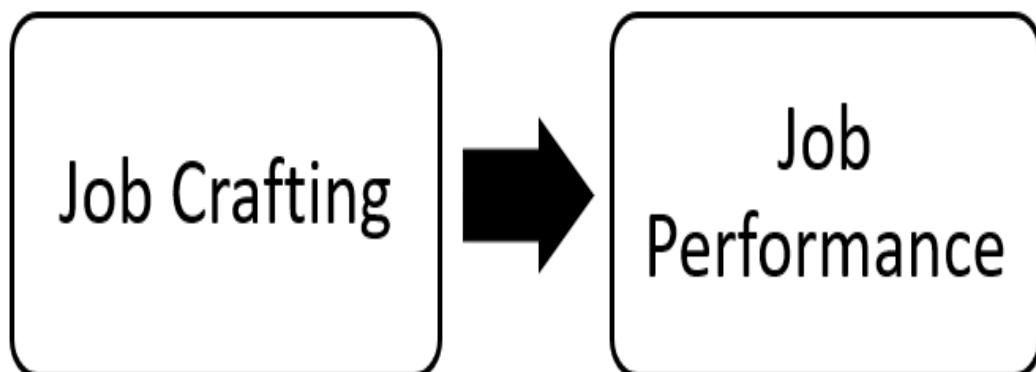
crafting intention. Such ideas might be used in organizational interventions to encourage job crafting among employees. It was discovered that the job crafting is an essential phenomenon regarding work-relevancy that is connected to successful outcomes, like job performance. Workers who have potential to design their workplace resources, in this way they feel motivated and they will like their work to enhance their job performance resultantly. Additionally it has been observed, it could be inferred that when workers create job resources in an organization and test job requirements, they will help them in work engagement. (Tims et al., 2013b) disclosed the statement in 2014 that workers those are more focused on their job responsibilities and tasks, such workers are considerable employees for any organization (Tims et al., 2014). However, further research is required to determine the relationship between job performance (task and contextual) and job crafting. Bakker et al. (2012), for instance, experimented at a model of job crafting and the in-role performance.

Bakker et al. (2012) conducted qualitative research in 2010 and Bakker et al. (2012), conducted quantitative research in 2012 and another qualitative study by Leana et al. (2009), all these studies exposed that, there is a positive association between job crafting and job performance. According to another study of (Leana et al., 2009), teachers who are crafter of their own work, receive higher quality of care evaluations. Job crafting has advantages for an organization and for the employees working in that organization, according to evidence. The results showed that collaborative crafting is positively correlated with performance; particularly for those teachers those are new in their professional career. Furthermore, Tims et al. (2012) claimed that there was a connection between crafting the job resources, job performance, and challenging demands for job with reference to in-role performance and organizational Citizenship behavior (OCB) through work engagement.

There are many studies and these studies examined the association between job performance and job performance. There is a positive correlation between job crafting and job performance, according to certain qualitative interviews for example a study of Lyons in 2008 and another study of Berg et al. (2010) and quantitative survey researches of Tims et al. (2012); Bakker et al. (2012); Leana

[et al. \(2009\)](#) also validate the relationship. People will receive higher-quality care when they craft and design their own job, as Leana and her coworkers revealed. [Berg et al. \(2008\)](#) further argued that job crafting produced a variety of positive and better outcomes, such as achievement, meaning of the job, enjoyment, employee growth path and the last but not the least is to managing diverse culture by changing with improved work identity and meaning to the work. Job crafting can have a favorable link with job performance as employees redesigning and adjusting their duties and jobs to increase performance or be a part of more efficient team and be able to do lucrative and new responsibilities.

In the 1970s, it is supposed and believed that employee motivation, job performance and well-being were results of the job's top-down design and related tasks by supervisor ([Hackman and Oldham, 1976](#)). Labor relations have evolved over time. Job designing influences both work engagement and performance, according to the study of ([Demerouti et al., 2014](#)). The needs and resources in the workplace are optimized by employees whose jobs are designed, assisting them in achieving their professional objectives [Tims et al. \(2013b\)](#). Worker who engage in job crafting by increasing resources and demands in the organization, it is the most beneficial by attaining job related goals which finally helps for both like employees and for organization.



Reference to the above discussion it is hypothesized that:

Hypothesis 1: Job crafting positively and significantly effects the job performance.

2.2 Work Engagement and Job Performance

According to the research, employee involvement has a substantial bearing on work output. Employee engagement was found to be a significant construct for employee performance by Halbesleben et al. (2014), as well as Westman (2014). Those that have a good outlook on life and their work tend to be very energetic and proactive, both of which benefit the workplace. Employee engagement is mostly determined by a combination of the individual and the resources available in the workplace. Workplaces whose expectations are particularly high benefit most from these tools for increasing productivity and dedication. Because of this, it can be used as a reliable indicator of both organizational loyalty and productivity on the job. It has been stated by previous scholars Rich et al. (2010) that high levels of engagement, as just a motivational component, should result in excellent performance on the job. Employees that are emotionally invested in the company are more dedicated to its success and are more likely to pitch in on various projects. Employees that feel emotionally invested in their work are more invested in their work, less likely to leave their positions, and less likely to miss time due to illness or (Gupta & Kumar, 2015).

Employees and businesses alike can benefit from a higher level of employee engagement in the workplace since productive workers are happier workers (Demerouti et al., 2010). While there are several explanations for why engaged workers outperform disengaged ones Demerouti et al. (2010), one of the strongest cases is that engaged workers are more likely to feel good emotions like happiness, excitement, and enthusiasm. The broaden-and-build hypothesis Fredrickson (2001) posits that positive emotions, such as happiness, interest, and contentment, all have the power to increase the variety of actions and choices that pop into people's heads in the present, thereby allowing them to more effectively build their psychological capital (physical, intellectual, social, and psychological). Feelings of happiness increase one's options by stimulating the desire to have fun and think beyond the box. The

drive to learn, adapt, and broaden one's horizons is stoked by taking an interest in the world. Positive feelings are common among engaged workers. People who are content in their lives are more open to new chances at work, more willing to provide a helping hand to those around them, and more likely to view the world in a positive light. Employees who are enthusiastic about their work are more likely to go above and above in their roles, as demonstrated by the fact that engaged teachers consistently obtain higher ratings when their superiors.

People's cognitive and action repertoires appear to grow while they're feeling happy, which may indicate that this is how people acquire their many different strengths (Fredrickson, 2001). Physical (e.g., health, physical abilities), social (for example, social support networks, friendships), intellectual (for suppose, executive control, knowledge), and psychological resources all fit into this category (e.g. self-efficacy, optimism). To succeed at work, you can draw on these internal assets whenever you need to.

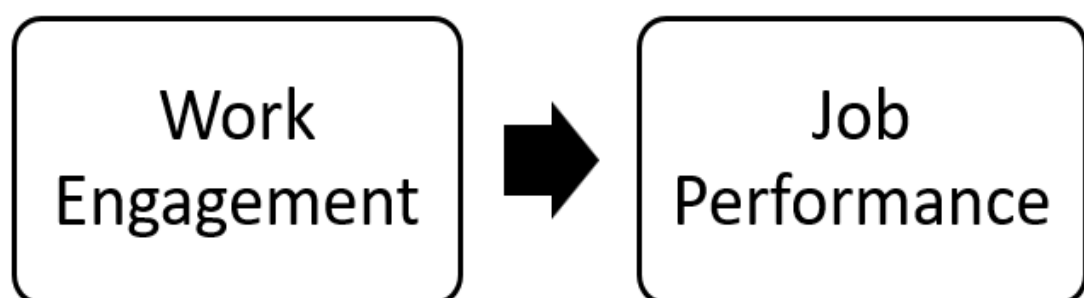
More and more research points to a correlation between happy workers and productive ones (Demerouti et al., 2010). For instance, Halbesleben and Wheeler (2008) found that, after controlling for job embeddedness, work engagement made an important contributions in job performance by clarifying variance among American workers, their team leader, and their attached colleague in a extensive range of occupations and industries. Salanova et al. (2005) surveyed workers in the Spanish hospitality industry. A total of 342 contact personnel from 58 hotel front desks and 56 dining establishments reported on organizational resources, staff engagement, and the general state of customer service. In addition, 1140 customers from these locations rated employee performance and loyalty. It was found through mediation analyses using structural equation modeling that work engagement and organizational resources affected service climate, which in response predicted performance, and finally predicted customer loyalty.

Numerous studies have revealed a good correlation between enthusiasm for one's work and productivity in one's current position (that is, officially required behaviors and consequences that serve directly to the targets of the organization, is called in-role performance; creativity; organizational citizenship behavior). Employees that are invested in their work are more likely to go above and beyond

the call of duty, as evidenced by studies such as that conducted by [Bakker et al. \(2004\)](#), which found that engaged employees were evaluated higher by their coworkers in terms of both extra-role and in-role performance.

More recently, [Xanthopoulou et al. \(2009\)](#) studied Greek workers at fast food restaurants and provided convincing evidence for the job performance through usefulness of work engagement for performance on an individual basis. All participants were required to keep a daily diary and respond to a survey for a period of 5 days. Employees were more invested in their work when they had approach to a variety of tools and resources, as predicted. Personal resources (self-esteem, day levels of optimism, and self-efficacy) were bolstered by day to day job resources (group culture and team leader coaching), which in turn boosted employee engagement. That engaged workers improve their everyday output was one of the most important findings of this study. When workers are more invested in their work on a regular basis, businesses see greater gains in financial performance.

Work engagement, a motivational concept [Salanova et al. \(2005\)](#) that might drive instructors to conduct their in-role behaviours well, can be considered an antecedent of job performance. Teachers who are very invested in their profession are more likely to put in extra effort and produce better results because they are able to maintain a high degree of focus and concentration for longer. Multiple studies have shown that being invested in one's work improves one's productivity on the job.



So far, our theoretical reasons show that performance is the consequent of proactive personality through job crafting and work engagement. Thompson (2005) supports this theory by showing that ambitious people who take charge of their own lives

and actively cultivate professional relationships tend to succeed.

On the basis of above literature it can be hypothesized that:

Hypothesis 2: Work engagement positively and significantly effects the job performance.

2.3 Job Crafting and Work Engagement

They added that previous research have demonstrated, time and again, Halbesleben et al. conducted meta-analysis in 2010 that found a good association exists between job resources and employee engagement at work. The findings of study have highlighted the significance of autonomy, competence and relatedness (Van den Broeck et al., 2008). According to their definition, job resources have a particularly significant effect on employee engagement when the job demands are high (Hakanen et al., 2005). As was previously said, an engaged employee is not a passive actor in work environments; rather, engaged employees actively adapt their work surroundings in response to changing circumstances. It should be highlighted that the connection between job crafting and employee engagement at work is most likely a dynamic one (Bakker, 2011). Therefore, employees who are engaged in their work and experience positive affect are more likely to exhibit proactive behaviour because they are better able to see possibilities and think creatively. This is because they are better able to see the world in terms of possibilities (Bindl and Parker, 2011; Parker and Collins, 2010).

One further thing that can be mentioned about people who engage in job crafting is that they actively endeavor to adjust their working environment so that they better suit their own capabilities and requirements. Employees that take initiative seek to achieve resemblance with their surroundings (Tims and Bakker, 2010; Parker and Collins, 2010). According to the findings of the studies, team job crafting is superior to individual performance. The premise that individual job crafting and individual work engagement are intertwined with team work engagement and individual work engagement serves as the conceptual backbone of this particular research project.

Tims et al. directed a study in 2012, the factors of increasing structural and social resources and increasing challenge job demands will path to increased levels of work engagement. Work engagement can be defined as strong dedication, high levels of energy, and fully focus on one's work. Actually working environment with challenging job demands and employment resources satisfies fundamental psychological needs, such as the desires for autonomy, relatedness, and competence, is one of the most essential reasons why this is the case, researched by (Van den Broeck et al., 2008). For instance, making effort to explore new things, deciding how to accomplish things, and getting involved in new initiatives are all required in order to meet the demanding job requirements that come with expanding the structural resources available. People are able to satiate their requirements for competence and autonomy when they engage in these behaviors. People may be able to satisfy their need for relatedness and obtain support from others if they solicit input and advice from those around them in the context of expanding their access to social resources.

A growing body of research demonstrates, in addition, that resources related to job may have the ability to foster work engagement among employees (Crawford et al., 2010). Empirical evidences of the previous researches have confirmed the role of workplace resources (autonomy, support and feedback, etc.) in influencing work engagement in spite of higher levels of job demands. This is the case despite the fact that job demands have increased (Bakker and Demerouti, 2007). Accordingly, the resource-focused aspects of job crafting, such as increasing social and structural job resources can make positive changes in the existing job, particularly by lowering the level of job demands, which is then followed by an increase in motivation toward work, which ultimately leads to higher levels of work engagement and job performance (Tims et al., 2013a). Job resources plays vital role because they provide both internal and external motivation to engage in work. This means that they help employees deal with the demands of the job, but they are also important in and of themselves ((Bakker, 2011). This shows that an increase in the structural and social resources available at work might lead to a rise in the level of involvement that workers have in their jobs.

All three of these broad aspects of job crafting are strongly correlated with

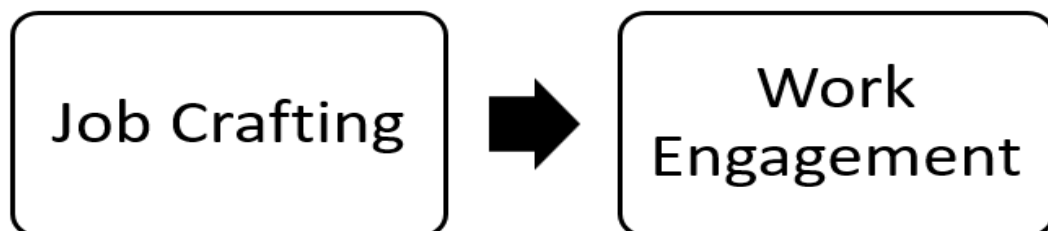
employee satisfaction on the job. To begin with, workers who actively seek out social resources have been shown to report greater levels of work engagement. This is likely due to the fact that they are better able to meet their psychological need for relatedness and to have their emotional and practical needs met at work (Tims et al., 2012). Second, it has been observed that boosting structural resources is related to employee work engagement through producing enriched jobs and a compelling job environment (Tims et al., 2013a). Finally, it's been consensus that challenging job demands are correlated with employee work engagement positively. This is because employees who are faced with increasingly difficult tasks are more likely to feel competent and experience feelings of mastery (Petrou et al., 2012). Therefore, it is reasonable to assume that a positive correlation exists between job crafting and employee engagement when it is displayed on a regular basis (Bakker et al., 2012).

Our arguments above are based on the Job Design-Resources (JD-R) model and consequent research findings, and they suggest that people who tailor their occupations by adjusting their job resources to their advantage are more invested in their work. Evidence for a positive correlation between employees' proactive job-crafting actions and beneficial business outcomes has been accumulating in recent years (Bakker et al., 2012). Behaviors of Job crafting, such as providing more structural and social job resources and creating more challenging job demands, have been linked to improved work engagement and performance, as reported by Bakker et al. (2012) conducted their study among employees at multiple organizations in The Netherlands. In a similar vein, longitudinal study of three way conducted among 368 Dutch police officers found a favourable correlation between employee resource seeking and work engagement.

Intrinsic motivation tends to rise in tandem with workers' exposure to greater challenges at work. According to the research, having some variety in one's work helps prevent monotony and boosts productivity (Chen et al., 2014). As a result of being pushed to their limits, workers are inspired to learn new things and gain expertise to help them achieve even loftier objectives (LePine et al., 2005). It's been shown that when workers are faced with difficult tasks, they become more invested in their work and are more motivated to apply their skills and

abilities. According to research by [Gorgievski and Hobfoll \(2008\)](#) workers who are faced with difficult tasks at work develop greater expertise, leading to greater feelings of competence and job satisfaction. Employees may put in long hours without getting fatigued since they know they will be rewarded for their efforts, as described by ([Van den Broeck et al., 2010](#)). Employees feel good about themselves and are motivated to take action when faced with demanding tasks ([Crawford et al., 2010](#)). And a recent study using a two-wave, three-year panel design on highly educated Finnish workers by [Harju et al. \(2016\)](#) found that seeking out challenges at work was inversely related to feelings of job ennui. [Harju et al. \(2016\)](#) have demonstrated that taking on more difficult tasks at work increases motivation and encourages further creative behaviours in the workplace.

Employees' good feelings and outlooks on the job and the company are a direct effect of the obstacles they face. As a result, we argue that raising demanding job demands is likely to increase employee adjustment [Amiot et al. \(2006\)](#) and drive individuals to bring more of themselves to work as an intrinsic part of job making. As the JD-R model implies, reducing stressful job demands can help keep employees from burning out and leaving the workforce altogether. We suggest that job crafting empowers workers to proactively mitigate draining work requirements and restore depleted energy. As a result, they will be better able to avoid burnout and devote their efforts where they are needed most at work.



One possible route to greater job satisfaction and productivity is to take an active role in shaping one's own work environment, including the tasks one must complete and the tools at one's disposal. On the basis of above discussion, it is hypothesized that:

Hypothesis 3: : Job crafting positively and significantly effects the work engagement.

2.4 The Mediating Role of Work Engagement

Job crafting, as defined by Wrzesniewski and Dutton (2001), can be divided into three categories: task crafting, cognitive crafting, and relational crafting based on whether or not the changes to the job focus on expanding or contracting the scope of tasks, altering the meaning of work, or modifying the character of working relationships. Using a JD-R lens, Tims et al. (2012) expanded on the work of Wrzesniewski and Dutton (2001) by classifying job crafting as enhancing job resources, increasing demanding job demands, as well as decreasing hindering job demands.

According to Bakker and Demerouti (2007) studied physical and mental exertion are examples of occupational demands (for example, emotional demands for other colleagues and heavy workload). Employees are more likely to be motivated and engaged by demanding jobs where they are given opportunities to stretch and grow, while jobs where they are hindered in doing so are seen as less desirable (Van den Broeck et al., 2010). Resources in the workplace are those elements that make it easier to do one's job while also providing opportunities for professional and personal development e.g. performance feedback, autonomy, social support and skill variety; (Bakker and Demerouti, 2007).

Based on the Job Design and Requirements (JD-R) theory, Tims et al. (2012) argued that job crafting has three components: (1) enhancing job resources, (2) enhancing job challenge, and (3) reducing job hindrance. It is hypothesised that these three elements of job design help employees become more invested in their work, which in turn improves productivity (Tims et al., 2013a). Employees are more invested in their work when they are given the opportunity to shape their jobs to meet their specific goals and interests. Job crafting accomplishes this in a number of ways (Bakker and Demerouti, 2007).

Second, job designing raises tough requirements (such as sufficient workload, time management pressure, multiple projects and assignments, and other job responsibilities), which are good for employees' professional and personal development.

Third, job crafting can increase productivity by mitigating the unfavourable consequences of constraining requirements (i.e. stress and burnout). With job creation, workers are able to tailor their work to better suit their interests and skills, reducing unnecessary constraints (Bakker and Demerouti, 2007).

Job performance is likely to improve as a result of the high levels of engagement at work that result from well-crafted jobs. This is based on the theory that productive workers are more open to new ideas and more flexible in their approach to problems when they are experiencing pleasant emotions (Demerouti et al., 2010). Work productivity is boosted when it is easier to think of new ideas and incorporate them. In addition, when workers are enthusiastic about their task, they are more likely to give their whole attention and effort to it, which improves their productivity (Christian et al., 2011). There is a wealth of research linking job satisfaction with employee satisfaction and job satisfaction with employee performance see, for example, (Bakker et al., 2016; Christian et al., 2011). There is a link between job crafting and performance, and research shows that employee engagement plays a mediating role in this connection (Tims et al., 2013b; Bakker et al., 2012).

Employees can expect to be involved in their work if they have a hand in designing their occupations and fostering an atmosphere that provides adequate job resources and challenging job needs without impeding job demands (Tims and Bakker, 2010). This anticipation stems from the notion that job resources help workers learn, grow, and advance professionally Bakker and Demerouti (2007) in order to accomplish their jobs (Bakker et al., 2014). Through this lens, intrinsic and identified motivation, two forms of autonomy, are linked to task resources. Decisional control, social support, and developmental possibilities are all examples of environmental factors that Baard and Edward (2014) found to be associated with good outcomes like motivation.

Studying how employees feel about their jobs and how engaged they are in their work provides preliminary support for the association between job crafting (where individuals change job attributes themselves) and job satisfaction (2012). Coworkers evaluated those who said they had control over both their job resources and the difficulty of their tasks as more engaged than those who said they had neither

of these controls. It was also discovered by Bakker et al. (2012) that job crafting leads to higher levels of employee engagement. Worker involvement was shown to be higher among those who had taken initiative to boost their job's structural and social resources as well as the difficulty of their tasks.

Additionally, a quantitative diary study demonstrated that workers who created their demanding job demands during the day felt more energized, committed, and focused in their work (Petrou et al., 2012). Workers who are able to draw upon their strengths and take on demanding tasks are more likely to view their work as a source of psychological satisfaction, as shown by these results.

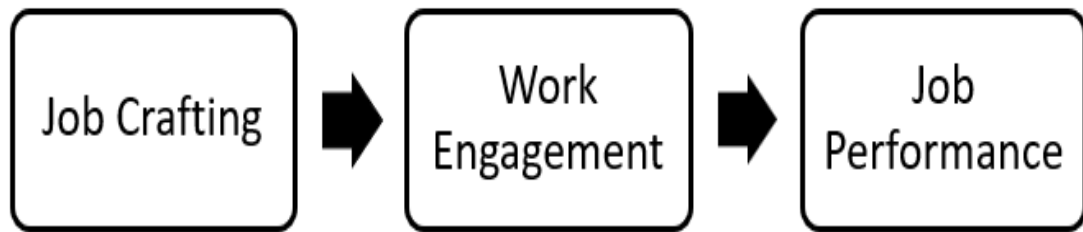
Several factors were investigated, and they all pointed to the mediating role of enthusiasm at work. To begin, being proactive is increasingly valued in today's businesses. In fact, there is actual evidence suggesting e.g. Shin et al. (2020) that proactive behavior is crucial to employee results in Asian cultures. Consequently, like their Western counterparts, Asian workers should experience success in the workplace when they take an active role in shaping their own jobs. Second, recent studies have shown a correlation between job crafting and employee satisfaction, particularly in Asian samples.

For example, Lu et al. (2014) found that job instability moderates the connection between work engagement and job crafting among a Chinese population. Similarly, a study conducted on a Taiwanese population by Chen et al. (2014) found a favorable correlation between job crafting and job engagement. These results suggest that Asian workers' involvement improves when they take on additional responsibility within their roles.

On the basis of above discussion it is hypothesized that:

Hypothesis 4:

Work engagement significantly mediates the relationship between job crafting and job performance.



2.5 The Moderating role of Openness to Experience

Numerous studies have looked into how one's character traits affect their ability to craft a career path. Employees' actions on the job can be affected by their basic personality qualities, which are modeled in the Big Five model. Employees high in conscientiousness, agreeableness, openness to experience, or neuroticism are more likely to craft their professions, according to research by [Bell and Njoli \(2016\)](#) in contrast, extraverted workers are less likely to do so. All of the main five attributes probably have some connection to work design in general ([Bell and Njoli, 2016](#)). People that are interested in expanding their horizons are predicted to be highly involved in learning chances and trying out new tasks (increasing structural job resources, increasing challenging job demands) ([Bell and Njoli, 2016](#)).

Employees that are highly receptive to new information tend to be curious and innovative, qualities that could prove helpful during the data-gathering phases of proactive action procedures ([Frese and Fay, 2001](#)). Accordingly, there ought to be a positive correlation between openness and the demands of work being both more challenging and less burdensome. Additionally, significant correlations exist between job-related traits and actions, including agreeableness, conscientiousness, extraversion, openness to experience, initiative, self-efficacy, and a focus on

promotion and prevention (Rudolph et al., 2017).

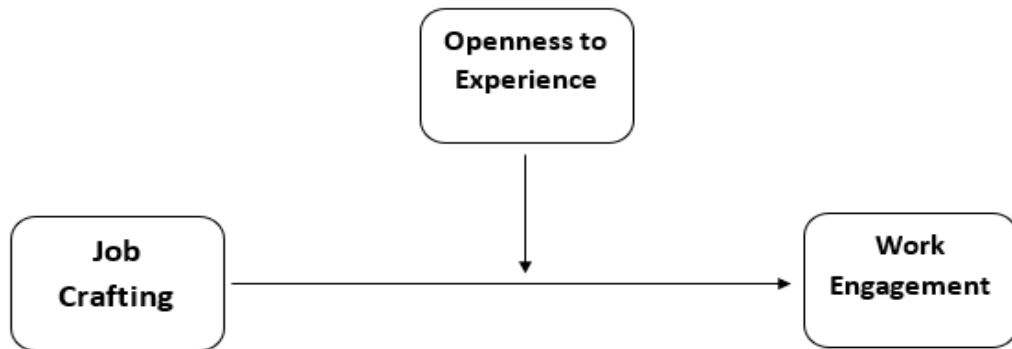
As expected, openness was favorably associated with more structural job resources and more challenging job demands, but it was also inversely associated with less impeding job demands. People that are very receptive to new experiences may be more successful at job crafting because of the innate curiosity and creativity Demerouti et al. (2015b) As reported by (Rudolph et al., 2017). Another study demonstrates that indicators of openness in the workplace may indicate a high level of involvement in job-crafting behaviors. For example, this sort of worker is likely to adopt job constructing tactics because to their adaptable cognitive maps and experiential proclivities, openness to experience (OTE), and active fantasizing (McCrae and Costa Jr, 1997; Mondak, 2010; John et al., 1999). Therefore, this worker may choose to deliberately alter his or her understanding of the tasks and connections that make up the job (Berg et al., 2008).

Those who are more receptive to new information are more likely to create their own tasks when they do them in a career that requires a wide range of skills. And it turns out that task identification was a feature of the job that was linked to higher levels of cognitive craftsmanship when combined with receptivity to new experiences (Kim et al., 2020). According to a study by Kim et al. (2020), which looked at how people's openness to experiences and skills, as well as the importance and perceived identity of their work, affected their performance, it's clear that organizations need to give their employees the right environment and tools (job characteristics) to get people to voluntarily engage in job crafting (Kim et al., 2020).

The willingness to learn from one's mistakes like openness to experience plays a key impact in determining the behavior of job-creation. Workers in the administrative sector of higher education exhibit behaviors indicative of openness to experience. However, the characteristics of those who are open to new experiences align more closely with those of those who actively create their own jobs. People with these traits are able to shift their mental gears and adapt to new situations, ideas, and information with ease (Mondak, 2010). So, employees might modify the duties and obligations outlined in their job descriptions to better suit their skills, interests, and values (Tims et al., 2013b).

On the basis of above discussion it is hypothesized that:

Hypothesis 5: Openness to experience moderates the relationship between job crafting and work engagement; in such way that if openness to experience increases the relationship will be strengthen and if decreases then relationship will be weaker.



2.6 Research Model

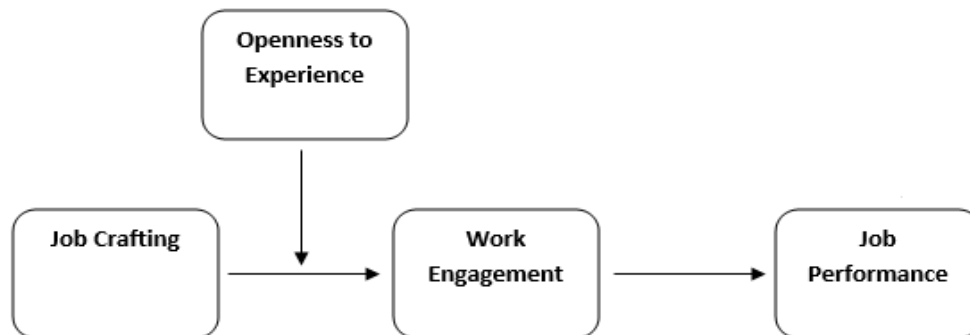


FIGURE 2.1: Research Model

2.7 Hypothesis of Study

Hypothesis 1: Job crafting positively and significantly effects the job performance.

Hypothesis 2: Work engagement positively and significantly effects the job performance.

Hypothesis 3: : Job crafting positively and significantly effects the work engagement.

Hypothesis 4: Work engagement significantly mediates the relationship between job crafting and job performance.

Hypothesis 5: Openness to experience moderates the relationship between job crafting and work engagement; in such way that if openness to experience increases the relationship will be strengthen and if decreases then relationship will be weaker.

Chapter 3

Research Methodology

Research methodology will be discussed in this section. Here, we have to discover out the Impact of Job Crafting on Job Performance with mediation of work engagement and with moderation of openness to experience. In this chapter research design will be sum up, and will be discussed methods of data collection including population, sample and instrumentation's also.

3.1 Research Design

Research design is a way which is processed in research and provides the directions regarding how research should be done and who will be participate in this study, which techniques shall be used for data analysis and which method should be used to collect data. Primary data is a basic source of this study investigation and we can say as causal research. The research design consists of following important points.

3.1.1 Unit of Analysis

This investigation will be primary research in nature. Those people who take part of this research while fill the questionnaire are called respondents, questionnaire is a source of data collection with the help of participant/respondents. Data was collected in this study from employees of telecommunication companies from

private sector of Pakistan. So, the unit of analysis in this research was individuals and employees of telecommunication industry.

3.1.2 Purpose of Study

The purpose of study is hypothesis testing. The prime goal is to test the theoretical relationships between variables that if job crafting leads towards job performance or not.

3.1.3 Time Horizon

This research is cross-sectional and quantitative genre. Data was collected from Telecom organizations of private sector employees. Structured questionnaires were used for data collection. By reason of limitation of time, this approach was used. From just 284 respondents data collection was done and it took two months for completion of data collection.

3.1.4 Data Collection

The collection of the individuals which are the main focus of the study, explains the population. Data was collected through online system and questionnaire has been send by using medium of e-mail and other sources. Reference of friends and relatives has been used in this distribution.

3.1.5 Type of Study

There are two types of approaches for conducting research namely qualitative and quantitative. The qualitative approach is used when there is need to explore the phenomenon whereas quantitative is used when there is need to quantify the attitudes and behaviors. In this research we used quantitative approach.

3.1.6 Research Philosophy

Research philosophy is divided into four types. These are pragmatism, interpretivism, positivism and realism. In the current study, positivism research philosophy is used. The hypothetical deductive method is known as the scientific way

of research. The method of testing is implemented through numerous tests to validate and briefly explain the necessary solution to the problem which is originally exhibited. This research is managed based on the hypothetical deductive method of which consists on determine to reason in which previous studies of the researcher was examining as the main point presented theories that help to understand and support the conceptualized hypothesis framework which will then be observationally tested for the originality of the hypothesis.

3.2 Population and Sampling

3.2.1 Population

Population is unknown and research encompasses the employees of telecommunication companies from private sector of Pakistan, telecom sector assumes emergent sector in current era. Telecom sector was chosen for population aimed at this research because Job crafting can't be studied in every sector and employees crafting there job in telecom sector so impact of job crafting can be focused in telecom sector on work engagement and job performance.

3.2.2 Sample and Sampling Technique

In this study convenience sampling was the basic technique through which sample was drawn. Convenience sampling technique is non-probability method in which data is collected randomly according to researcher convenience. Convenience sampling technique have been used for the purpose of data collection and collected responses according to the availability of employees from telecommunication industry because convenience sampling technique is easy and suitable to collect data efficiently in this research. So, data was acquire through telecommunication industries from Pakistan which represent maximum accurate picture of real representation of telecommunication industries of Pakistan is indicating and the impact of job crafting on job performance with the mediator of work engagement and moderation of openness to experience.

Primary source was used in data collection technique. Structural questionnaire as an instrument have been used for data collection. As we know we have limited timeframe and lack of resources to complete this study so it is not possible to collecting data from whole population of Pakistani Private Telecommunication industry.

3.3 Instrumentation

Well renowned researchers established scales were used in current study. The questionnaire's items are all designed in such a way that they take into account all the factors, including work engagement, job crafting, openness to experience and job performance. To be filled by employees of Telecommunication Industries.

3.4 Measurements

Job Crafting have been assessed on Likert scale of 5 point, stretching from hardly Ever = 1 to Very Often = 5. Work Engagement have been assessed through Likert scale of 5 point, stretching from Never = 0 to Always= 5. Job Performance have been assessed through Likert scale of 5 point stretching from Strongly Disagree = 1 to Strongly Agree = 5. Openness to Experience have been assessed through Likert scale of 5 point stretching from Strongly Disagree = 1 to Strongly Agreed = 5. Scales which were used in the study were operationally defined as follows.

3.4.1 Job Crafting

A 15-item scale designed by Gavin and Vella-Brodrick in 2013 is used to measure job crafting. One sample item is "Change the scope or types of tasks that you complete at work".

3.4.2 Work Engagement

Wilmar Schaufeli's 17-item scale, which was established in 2004, is used to gauge work engagement. One sample item is "When I am working, I forget everything else around me".

3.4.3 Job Performance

Job Performance is measured by using 4-items scale out of 21-items developed by from Williams and Anderson's (1991). One sample item is "Adequately completes assigned duties".

3.4.4 Openness to Experience

Utilizing a 4-item scale for assessing Openness to experience from the MINI-IPIP scales, this actually included 20 items to measuring the Big Five Personalities. One sample item is "I am interested in abstract ideas".

TABLE 3.1: Instruments

Variable	Source	Items
Job Crafting (IV)	Gavin and Vella-Brodrick (2013)	15
Job Performance (DV)	Williams and Anderson (1991)	4
Work Engagement (MED)	Wilmar Schaufeli (2004)	17
Openness to Experience (MOD)	MINI-IPIP (2006)	4

3.5 Sample Characteristic

Demographics which we include in this study are employee's gender, qualification, age and work experience in years.

3.5.1 Gender

We considered the component of gender to meet the purpose of gender equality. Gender is a significant element of demographics since it classified the proportion of male to female employees in a specific population sample size.

As we can see in table3.2, that out of 283 respondents, 232 were male and 51 were female, and in percentage, 81.7% were male and 18% were female out of 100%.

TABLE 3.2: Frequency by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	232	81.7	82	82
	Female	51	18	18	100
	Total	283	99.6	100	
Missing	System	1	0.4		
Total		284	100		

3.5.2 Age

Age is also one of important component of demographics which we consider, because it tells us maturity of employees. Normally people try to avoid sharing their age and feeling uncomfortable if they asked. We use different brackets of age to collect data from participants.

TABLE 3.3: Frequency by Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-25 Y	48	16.9	16.9	16.9
	26-35 Y	147	51.8	51.8	68.7
	36-45 Y	72	25.4	25.4	94
	> 45 Y	17	6	6	100
	Total	284	100	100	

As we can see in Table 3.3, Out of 284 respondents 16.9% falls between 20 to 25 years of age group, while 51.8% falls between 26 to 35 years of age group, 25.4% falls between 36 to 45 years of age group and only 6% of the respondents belongs to the age of more than 45 years.

3.5.3 Qualification

Education is very essential and performs a vital role in the growth of any country and can bring prosperity for the whole country. Any nation can compete at any level with the help of their educated nation. Through education we can invent new things through creative minds and can compete globally and also can find out new

ways of success. So, after gender of employees, age of employees, we considered qualification of employees as major element of demographics.

TABLE 3.4: Frequency by Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor	121	42.6	42.8	42.8
	Master	98	34.5	34.6	77.4
	MS MPhil	60	21.1	21.2	98.6
	PhD	4	1.4	1.4	100
	Total	283	99.6	100	
Missing	System	1	0.4		
Total		284	100		

As we can see in Table 3.4, Out of 283 respondents 42.6% were having Bachelor level qualification, 34.5% of the respondents were having Master degree, 21.1% had acquired their MS or MPhil degree and only 1.4% had PhD degree. Majority were having Bachelor and Master Degree.

3.5.4 Experience in Years

For the data collection about the job experience of respondents we also use different ranges of experience time. So, through different ranges respondents can easily response about their work experience regarding their field of work.

TABLE 3.5: Frequency by EIY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-Jan	106	37.3	37.6	37.6
	10-Jun	72	25.4	25.5	63.1
	15-Nov	53	18.7	18.8	81.9
	>15	51	18	18.1	100
	Total	282	99.3	100	
Missing	System	2	0.7		
Total		284	100		

As we can see Table 3.5 shows the frequency of experience in years of respondents about their job. As per above table majority of respondents were having tenure

range of 1-5 years which is 37.3%, 25.4% of respondents lie between the ranges of 6-10 years, 18.7% of respondents lie between the ranges of 11-15 years and more than 15 years was 18%.

3.6 Research Ethics

In general, few ethical practices have been observed during the control of this research study in the data collection. Initially, reason of conducting this study was explained with participant to make clarity about the study. To gain trust, every survey hard copy was surrounded by a cover letter representing the affiliation with the research institution. In the second case, after receiving the previous agreement of the respondents to participate in the research, it was assured that participant identity and their responses will be remain confidential and not be disclose anytime with any person.

Besides this, the data collection was conducted in a natural setting and the participants are not urged to forcefully fill any questionnaire. To make respondents feel calm, they were given the proper time to fill out the questionnaire.

Instead of this, the problem facing this situation was a little worse because of the pandemic. I am not able to go to different companies to collect the data physically and some respondents didn't give responses to the questionnaire and didn't submit it back. Around 283 surveys with the help of Google doc link were dispersed among the populace by utilizing e-mail ids and What's-app numbers as due to covid-19 widespread. The credibility of the core subjects was not negotiated by the researcher and did not threaten any respondents either physically or mentally.

3.7 Reliability Analysis

Reliability is defined as a process that consistently produces results that are similar across time. When we repeatedly test a particular item or scale then reliability of the scale produce consistent findings under repeated testing. By using Cronbach alpha, we evaluated the validity of the scales of the variables utilized in the current

study. The range of Cronbach alpha that is considered qualification is 0 to 1. (Cronbach, 1951). When Cronbach alpha value is greater, then it is thought to be more reliable. When the Cronbach alpha value equals or exceeds 0.7, the scale is regarded as authentic and dependable; when it is less than 0.7, the scale is seen as less reliable. The results of the scales we employed in the current experiments

TABLE 3.6: Reliability Statistics (N=268)

Constructs	Cronbach's Alpha	No. of Items
Job Crafting	0.874	15
Job Performance	0.831	4
Work Engagement	0.899	17
Openness to Experience	0.761	4

are measured and displayed in table 3.6 above. As shown in above table that 15 items Scale of Job Crafting has 0.874 value of Cronbach alpha, 4 items Scale of Job Performance is having 0.831 value of the Cronbach alpha. The 17 item scale of Work Engagement has 0.899 Cronbach alpha value and 4 item scale of Openness to Experience has alpha value of Cronbach is 0.761. As it can be shown that all scales are credible because the Cronbach alpha value for each variable's scale is greater than 0.7.

3.8 Data Analysis Steps

Several data analysis techniques have been used in department of social sciences for the purpose of statistical outcomes. There are advantages and downsides to the methods and statistical tools that we employed for data analysis. According to the type of this research, the type of data, the research model, and the objective of the research, we select data analysis tests and techniques. We also select the method that is most closely related to our study. Researchers apply correlation test to analysis and discover the relationships between the study's variables. Additionally Regression analysis has been used to find out the relationships between various

variables. 283 responses were beneficial after the data collection process. The data was then tested with the help of SPSS version 25 software.

The process of data analysis involves numerous processes, all steps are listed below:

Step 1: Only the responses that were correctly filled out by the respondents were initially selected for study.

Step 2: Questionnaire of each variable of study were coded and then used for the analysis of data.

Step 3: To describe characteristics of sample frequency table were utilized in current study.

Step 4: Through numerical values, descriptive statistics was shown.

Step 5: The validity of this study variables was examined with the help of Cronbach alpha scale.

Step 6: A correlation analysis is carried out to find out the significance of a relationship between understudied variables.

Step 7: A single linear regression analysis is conducted to determine the proposed connotation between the independent and dependent variables.

Step 8: Preacher and Hayes' analysis was utilized to test the mediation and moderation roles among the study's variables.

Step 9: The status about the proposed hypothesis acceptance and rejection was checked by using correlation analysis and Preacher and Hayes method.

Chapter 4

Results and Findings

4.1 Data Analysis

This section of the dissertation contains a summary of all accepted and rejected hypotheses, as well as descriptive statistics, mean values, standard deviations, analyses of correlation and regression, mediation and moderation, and a discussion of each hypothesis and its outcomes.

4.2 Descriptive Statistics

In descriptive statistics, all the variables, including job crafting, job performance, work engagement, and openness to experience, are numerically described in a comprehensible fashion and their standard values are explained. The lowest and maximum values for each variable, their standard deviations, their mean values, and the total number of responses are all included in this section. The mean value of each variable provides information about the average of replies, but the standard deviation of variables shows how responses vary from their mean values. On a Likert scale with five points and a range from 1 to 5, the job crafting variable was measured using the first point as "Hardly Ever," the second point as "Rarely," the third point as "Sometime," the fourth point as "Often," and the fifth point as "Very Often." Work Engagement variable was measured on the Likert scale of 5 point that fall between 1 to 5, where, Never represented as 1, Rarely represented

as 2, Often represented as 3, Very Often represented as 4 and Always represented as 5.

Variable of Job Performance was measures on the Likert scale of 5-point that ranges from 1-5, where, where, Strongly Disagree represented as 1, Disagree represented as 2, Neutral represented as 3, Agree represented as 4 and Strongly Agree represented as 5. Openness to Experience was measures on the Likert scale of 5 points that ranges from 1-5, where, Strongly Disagree represented as 5, Disagree represented as 4, Neutral represented as 3, Agree represented as 2 and Strongly Agree represented as 1. The purpose of descriptive statistics is to offer an overall overview of the data while highlighting significant statistical findings. We give some numbers that are representative of the complete data set in the table that is placed below. Table 4.1 provides some descriptive statistics of the factors.

TABLE 4.1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JOBCRFT	275	1.67	5.00	3.9145	0.7402
WRKENG	279	1.00	5.00	3.6989	0.7813
JOPPRF	278	1.50	5.00	4.1115	0.63172
OPNTOEXP	276	1.00	5.00	3.2367	1.1531
Valid N (listwise)	259				

The first column in the above table of descriptive statistics provides information about the variable names, the second column displays the size of the study's overall sample, the third column discusses the lowest value calculated in the response to the particular variable, the fourth column represents the highest value collected while collecting the data to that specific variable, and the fifth and sixth columns discuss the mean of the data and the working of the standard deviation of the gathered responses respectively.

Job Crafting has the lowest number of 1.67 and maximum value of 5, where it is considered as an independent variable in the study. Job Performance has the lowest number of 1.50 and highest number of 5 and it is taken as a dependent variable. Work Engagement contain lowest value that is 1 and contain highest value is 5 which is mediator in present framework of study. The Openness to Experience lowest number is 1 and highest number is 5, where Openness to Experience is taken as a moderator.

Job Crafting (IV) has a value of mean is 3.91 and standard deviations of .74. Job Performance (DV) shows the value of mean is 4.11 and value of standard deviation of .63. Third variable that is Work Engagement (Med) has a value of mean is 3.69 and standard deviation of .78. Openness the Experience (Mod) has a value of mean is 3.23 and value of standard deviation is 1.15. The complete answer that we gathered throughout the data collecting procedure and selected for this analysis served as the measurement for this analysis. A total of 283 replies were chosen for study.

4.3 Correlation Analysis

The connections between variables are represented by correlation analysis, which also conveys the strength and direction of the association. Two variables in this study are connected to one another. Finding how closely correlated variables change is the main goal of correlation analysis. When we discuss positive correlation, we are referring to the degree to which variables change in a parallel manner. Additionally, variables do not move in parallel fashion when there is a negative correlation. In this case, if one variable rises, another will fall. In order to calculate the correlation coefficient and examine the dependency between variables, we often employ Pearson correlation analysis. Correlation coefficients only have a narrow range between -1 and +1. Perfect negative correlations between variables are shown by -1.00, while perfect positive correlations between variables are shown by +1.00. Correlation is deemed high or strong if the results are between -1.0 and -0.5 or 0.5 and +1. If the correlation value is between -0.5 and -0.3 or 0.3 and 0.5, it is supposed to be correlation is moderate; if it is between -0.3 and -0.1 or 0.1 to 0.3, it is considered to be weak or low correlation; and if the correlation value is zero, then it is suppose that between variable no correlation found.

correlation among variables can be view in above mentioned Table 4.2. As can be visible values of table, there is a moderate significant and positive relation between Job Crafting and Work Engagement where, $r = .349^{**}$ at $p < 0.01$. There can also be seen in table that Job Crafting and Job Performance have a moderate significant and positive relation, where $r = .394^{**}$ at $p < 0.01$. The above correlation table

TABLE 4.2: Correlation Analysis

Construct	1	2	3	4
JOBCRFT	1			
WRKENG	.349**	1		
JOPPRF	.394**	.346**	1	
OPNTOEXP	-0.048	0.018	-0.06	1

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

display that Job Crafting and Openness to experience have a weak negative and insignificant relation, where $r = -.048$ at $p < 0.05$. Moreover, work engagement and job performance also shown moderate significant and positive relation can be show in table where $r = .346^{**}$ at $p < 0.01$. The above correlation table display that Work Engagement and Openness to experience have a weak positive and insignificant relation, where $r = .018$ at $p < 0.05$. In last, Job Performance and Openness to experience have a weak negative and insignificant relation, where $r = -.060$ at $p < 0.05$.

4.4 Regression Analysis

To find out the relationship between independent variable and dependent variable, we can run a test of Regression analysis. Before regression analysis, correlation analysis was processed to figure out the links between the variables. But correlation analysis does not display the casual relationship between the variables. Multiple regression and simple regression are two classification of regression analysis to carried-out analysis. In the simple regression, the analysis is conducted between one dependent and one independent variable and when independent variables are more than one involved then multiple regressions is directed. In the current study, process macro by Hayes (2013) was used for analysis of moderation and mediation.

TABLE 4.3: Regression for Hypothesis

Predictor	Consequent	Coefficient	SE	t	P
Job Crafting	Job Performance	0.2567	0.0499	5.1492	0.0000
Work Engagement	Job Performance	0.194	0.0476	4.0779	0.0001
Job Crafting	Work Engagement	0.5249	0.1763	2.9777	0.0032

Hypothesis 1: Job crafting positively and significantly effects the job performance.

Above mention Hypothesis 1 tries to define mechanism and also interpret the experimental connection between independent and dependent variable. For the analysis, software named SPSS was used and Preacher and Hayes method was utilized in present study. Job Crafting is independent variable in the study and Job Performance is dependent variable. With the help of below table, we can check the acceptance or rejection of the Hypothesis.

TABLE 4.4: Simple Regression(Job Performance)

Predictor	Coefficient	SE	t	P
Job Crafting	0.2567	0.0499	5.1492	0.000

The stated hypothesis is that Job Crafting positively effects on the Job Performance. In the above table the value of coefficient is 0.2567 and t value is 5.1492 which is in positive shows that the relation is proved and the value of p is .0000 which depicts it is significant. The table 4.4 illustrates the values which justifies the first hypothesis. The positive value of the coefficient shows the positive relationship between Job Crafting and Job Performance. So, the hypothesis of dependent variable and independent variable is accepted.

Hypothesis 2: Work engagement positively and significantly effects the job performance.

Above mention Hypothesis 2 tries to interpret process and elaborate the observed connection between Work Engagement and Job Performance. With the help of below table, we checked the acceptance and rejection of the study. The stated

TABLE 4.5: Simple Regression(Job Performance)

Predictor	Coefficient	SE	t	P
Work Engagement	0.194	0.0476	4.0779	0.000

hypothesis is that Work Engagement positively effects on the Job Performance. In the above table the value of coefficient is 0.1940 and t value is 4.0779 which

is in positive shows that the relation is proved and the value of p is .0001 which depicts it is significant.

The table 4.5 illustrates the values which justifies the first hypothesis. The positive value of the coefficient shows the positive relationship between Work Engagement and Job Performance. So the relationship of independent and dependent variable is efficiently significant

Hypothesis 3: Job crafting positively and significantly effects the work engagement..

Above mention Hypothesis 3 tries to interpret process and elaborate the observed connection between independent variable and dependent. Independent variable is job crafting and dependent variable is work engagement in this hypothesis. With the help of below table, we checked the acceptance and rejection of the study.

TABLE 4.6: Simple Regression(Work Engagement)

Predictor	Coefficient	SE	t	P
Job Crafting	0.5249	0.1763	2.9777	0.003

The stated hypothesis is that Job Crafting positively effects on the Work Engagement. In the above table the value of coefficient is 0.5249 and t value is 2.9777 which is in positive shows that the relation is proved and the value of p is .0032 which depicts it is significant.

The table 4.6 illustrates the values which justifies the first hypothesis.

Relationship of job crafting and job performance is positive can be seen through the value of coefficient. So, the hypothesis of independent variable and dependent is accepted.

4.4.1 Regression Analysis for Mediation

Hypothesis 4: Work engagement significantly mediates the relationship between job crafting and job performance.

To test the forth hypothesis, we conducted regression analysis of mediation. This

test is to check the relationship of mediator that is work engagement between independent and dependent variables which are job crafting and job performance. The mediation analysis was conducted by using Model 7 of Andres F. Hayes Process macro.

Direct Effect of X on Y

TABLE 4.7: Regression for Mediation

Effect	SE	t	P	LLCI	ULCI
0.2567	0.0499	5.1492	0.0000	0.1586	0.3549

The table 4.7 depicts the independent variable's direct effect on dependent variable. And the value of effect is 0.2567 and p is 0.000 which shows that this relationship is significant. The value of lower limit confidence interval is 0.1586 and the value of upper limit confidence interval is 0.3549 both are positive values or in same direction which shows that the relationship of mediator work engagement between job crafting and job performance is significant.

Indirect Effect of X on Y

TABLE 4.8: Regression for Mediation

Effect	BootSE	BootLLCI	BootULCI
0.0687	0.0223	0.0311	0.1178

The table 4.8 illustrates the values which shows the mediation effect of work engagement between job crafting and work engagement. The values of bootstrap forecast the significance because both values are in positive. The lower limit value is 0.0302 and upper limit value is 0.1165.

Hence with the direct and indirect effect of regression analysis of mediation satisfied the fourth hypothesis which was stated that work engagement mediates between job crafting and job performance.

4.4.2 Regression Analysis for Moderation

The regression analysis for moderation was processed through Process Macro model 7 by Andrew F Hayes. In the research model, the moderator acts as a catalyst which makes the relationship between predictor and creation strong or weak.

Hypothesis 5: *Openness to experience moderates the relationship between job crafting and work engagement; in such way that if openness to experience increases the relationship will be strengthened and if decreases then relationship will be weaker.*

TABLE 4.9: Regression for Moderation

	Coefficient	SE	t	P	LLCI	ULCI
JC	0.5249	0.1763	2.9777	0.0032	0.1778	0.8721
OTE	0.2432	0.2168	1.1219	0.2629	-0.1837	0.6702
Int_1	-0.0531	0.0517	-1.026	0.3058	-0.1549	0.0488

The table 4.9 shows the relationship of independent variable and mediator in the presence of moderation. In the table JC stands for Job Crafting which is independent variable and values show the impact on work engagement. The value of p is 0.003 which shows that the relationship between job crafting and work engagement is significant. In the given table the OTE is the Openness to Experience which is the moderator in the study. The value of p is 0.2629 that shows the insignificant relationship.

The value of interaction term (Int 1) shows the existence of the moderator. In front of Int 1 the value of p is 0.3058 which shows that relationship of moderator is non-significant with the independent variable and mediator. The coefficient value is -0.0531. It is in negative which tells us that moderator has negative effect.

Additionally, the value of lower limit is -0.1549 and the value of upper limit is -0.488. Both the values are in the different direction and it include zero which shows moderator insignificance.

Hence the hypothesis 5 is rejected because p value insignificant furthermore, LLCI and ULCI both have opposite signs, which indicates that there is no moderation.

4.5 Summary of Accepted / Rejected Hypothesis

TABLE 4.10: Summary of Accepted and Rejected Hypothesis

Hypothesis	Statement	Results
H1	Job crafting positively and significantly affects the job performance.	Accepted
H2	Work engagement positively and significantly affects the job performance.	Accepted
H3	Job crafting positively and significantly affects the work engagement.	Accepted
H4	Work engagement significantly mediates the relationship between job crafting and job performance.	Accepted
H5	Openness to experience moderates the relationship between job crafting and work engagement; in such way that if openness to experience increases the relationship will be strengthen and if decreases then relationship will be weaker.	Rejected

Chapter 5

Discussion and Conclusion

5.1 Discussion

In this chapter, the results of the present research are discussed. It contains the discussion about the research hypothesis and is discussed whether the hypothesis is accepted or rejected. It also includes the theoretical and practical implications of the research. The effectiveness or significance is also highlighted of this research in this section. The future direction for the researchers is given in this section. No study is perfect always it contains some grey areas; therefore, present study also has some limitations which are discussed in this section. All these elements help for further research in this area. In this chapter the conclusion of our study is also present.

The key reason of this effort was to study the link of crafting the job with job performance with the mediating role of work engagement and the moderating role of openness to experience between the relationship of crafting the job and engagement at work. Job crafting is the independent variable of our study, job performance is the dependent variable, work engagement is mediator, and openness to experience is moderator in this study. For this study, telecommunication industry was selected to collect the data. Employees working in the telecommunication companies of Pakistan were the respondent of this study. The targeted companies were the only private organizations of Pakistan.

The main conclusion of the study is that job crafting of the employee help to enhance the job performance. But both independent and dependent variable also has effect of mediator and moderator. Work engagement gives positive result between the relationship of job crafting and job performance, which means in the presence of work engagement the effect of job crafting on job performance enhanced.

On the other hand, we proposed that openness to experience will moderator the relationship between job crafting and work engagement and in the presence of openness to experience the effect of job crafting on work engagement will increases but after analysis we come to the point that openness to experience weaken the relationship and hypothesis also found insignificant. With the help of different techniques of the analysis, all hypotheses, from hypothesis 1 to hypothesis 4 are proved and accepted but hypothesis 5 that is related to moderation is rejected. The hypotheses wise discussion of each relationship is given below:

Hypothesis 1: Job crafting positively and significantly effects the job performance

Hypothesis 1 tells the relationship between job crafting and job performance. It depicts that job crafting gives benefit to increase the job performance and has positive effect which also increases the stability of the organization. Our findings concluded that job crafting of employees results in greater job performance. Our result is aligned with the literature, in the literature it is evident that when employee craft there job it gives positive effect and create the environment which enhances the performance of their employees.

In 2013, [Tims et al. \(2013b\)](#) added to the body of job crafting research in many ways. The results showed that there is a relationship of job crafting to job performance via mediation of work engagement. Moreover, they established with evidence the relationship of job crafting to individual's performance.

[Tims et al. \(2015\)](#) studied whether the intentions of job crafting and work engagement showed actual activities in the coming month and whether job crafting done actually, in turn, predicted work engagement and indirectly in-role performance over a certain period of time, it is a most important contribution of the this study.

It was also seen that team crafting resources of job and challenging demands of job are related to job crafting of individual, as well as indirectly have relationship to performance of employees through work engagement (e.g. vigor). Team crafting job resources and challenging job demands were also positively related to engagement with work of a team. Work engagement of team also had relationship to individual engagement at work and performance. These findings show that team job crafting can be the basis for performance of individuals too.

[Bakker et al. \(2012\)](#) said that proactive employees are more likely to redesign or craft their jobs, eventually becoming engaged and performing well. Results affirmed the hypotheses. Proactive personality rated by colleagues showed the relationship of in-role performance with job crafting and work engagement positively.

The empirical findings of [Cheng et al. \(2016\)](#) showed that crafting at individual as well as collaborative levels is positively effecting the tour leaders' job satisfaction, commitment and performance. Tour leader doing job crafting understand more the links between the tour activities and task performance processes to GPT. Moreover, they more attempt unique methods of doing their jobs and more adept at reacting to surprising situations occurring in tours, results in increased job performance.

The result of research that was conducted by [Esmaeili et al. \(2019\)](#) established that job crafting puts an effect on employees' contextual performance positively and significantly in the industry of automotives. The result is related to previous studies that stated a relationship between job crafting and employee performance as positive ([Demerouti et al., 2014](#)). This result is matching with literature that found a link between these constructs ([Leana et al., 2009](#)). Furthermore, those employees enjoy the work who crafts their jobs, relations and cognition to adjust with their work environment and feel positive feel for accomplishing his/her assigned duties and responsibilities with satisfaction. If we summarize, we can say that active job crafters depict increased confidence, involvement and performance levels.

[Miraglia et al. \(2017\)](#) verified the positive connection of crafting the job with ratings of performance over time. Specifically, if individuals craft their job, they

receive good and high evaluations of work performance. Job crafters make a highly resourceful and energizing environment and enlarge their social and structural resources of job and engage in innovative projects, increasing their job performance and motivation, which is reflected by the higher performance evaluations received. However, Miraglia et al., study, was the first study using performance ratings, collected a year later, to see performance of job. Above all arguments with the support of our first hypothesis.

Hypothesis 2: Work engagement positively and significantly effects the job performance.

Hypothesis 2 stated that work engagement has positive and significant relationship with job performance. This hypothesis is also accepted and illustrated that work engagement has positive impact on job performance, indicating that employee show more creativity and innovation at workplace when they involves in work engagement. Literature also supports this relationship that when employees engaged at workplace then they are more capable of doing their work efficiently which helps to increase the performance.

[Bakker et al. \(2012\)](#) said that proactive employees are more likely to redesign or craft their jobs, eventually becoming engaged and performing well. Results affirmed the hypotheses. Proactive personality rated by colleagues showed the relationship of in-role performance with job crafting and work engagement positive.

The results of the study of [Lazauskaite-Zabielske et al. \(2020\)](#) were greatly aligned to their hypotheses which show that if the boundaries are stronger (means less flexible), job crafting is more salient in managing performance and work engagement. The relationship of job crafting with work performance via work engagement was more notable. Work engagement shows motivation and enthusiasm of employee and work performance is objective and tangible.

In 2019 Nguyen et al. shows that work engagement positively affected individual work performance. After thought changes, work engagement can be intermediary to have a positive impact on work performance of employees.

[Yongxing et al. \(2017\)](#) investigated POS as moderator between the relationship which is positive between work engagement and objective task performance. The

results prominently depicted that work engagement has positive relationship with objective task performance; (2) POS is the moderator of the connection between engagement and objective performance. Objective task performance is facilitated by engagement when employees have high POS.

Kim (2017) conducted the study that depicted that work engagement has positive impact on job performance. That study indicates that if employees are engaged to the work, they produce good output and enhance their performance at job. If we talk specifically, engaged employees show officially required as well as discretionary behaviors to enhance functioning of organization effectively. The summary of all these arguments shows that employee show innovative or creative work behavior or performance when are engaged. Therefore, it could be concluded that all this discussion provide support to our hypothesis 2, that work engagement is positively and significantly related to job performance. Hence, results of this study as reflected in table 4.5 and above given discussion supports that our hypothesis 2 is accepted.

Hypothesis 3: Job crafting positively and significantly effects the work engagement.

Hypothesis is also accepted and illustrated that job crafting is positively impacting on work engagement, indicating that employee feel engagement at work when he/she craft his her job. Literature also supports this relationship that when employee crafts his/her job then it leads to work engagement.

The findings of the Demerouti et al. (2015b) showed that if individuals want resources of work, they have more work engagement. Furthermore, work engagement is strongly and positively related to work requirements. Job crafting is the behavior that is directly working to expand job resources, and decrease job demands. Seeking resources, one of three job crafting dimensions, was beneficial for engagement at work. Resources are created by employees to craft their jobs, which they reproduce in shape of work engagement.

Hobfoll (2002) suggested that people accumulate the resources to guard other ones, employees in search for most resources are highly engaged at work (and flourish in their personal life). The result shows in study of Chen et al. (2014) that if individual craft the job, it makes job engagement strong. The results tell that job

crafting positively relates to job engagement. Therefore, employees in job crafting change the way of doing the jobs, and resultantly become more engaged.

In the article of [Bakker and Demerouti \(2014\)](#), they argued about the importance of employees use their job demands and resources via doing job crafting proactively. [Petrou et al. \(2017\)](#) said that job crafting is related to work engagement positively. [NGUYEN et al. \(2019\)](#) conducted the study and result expresses that there is a positive impact of cognitive crafting on work engagement. Crafting provides the employees better career in future and enhance their skills, knowledge and experience.

The summery of all these arguments concluded that all this discussion provides support to our hypothesis 3, that job crafting positive and significantly related to work engagement. Hence results of this study as reflected in table 4.6 and above given discussion supports that our hypothesis 3 is accepted.

Hypothesis 4: Work engagement significantly mediates the relationship between job crafting and job performance. A mediator creates the link between independent and dependent variable and explain the relationship of these variables through this bridge. In present study work engagement is mediator between job crafting and job performance. There are few evidences of previous researches; [Shin et al. \(2020\)](#) research in 2020 replicated the study of work engagement as mediator on the relationship between job crafting and job performance in Asian culture. As speculated, work engagement became mediator between the links.

[Dan et al. \(2020\)](#) hypothesized in 2020 found that Job crafting is positively related with job performance, directly as well as indirectly, through engagement at work. Hypothesis 4 explains the relationship of job crafting and job performance through mediator. Work engagement is the mediator which proved the relationship that if employee craft his/her job and he or she also engaged at work then both elements will able to upsurge job performance. Work engagement also increases the trust level and employee is more willing to make their work creative which results increase in job performance. All the above discussion and results of our study as reflected in table 4.7 and 4.8, could lead us to accept the hypothesis 4.

Hypothesis 5: Openness to experience moderates the relationship between job crafting and work engagement; in such way that if openness to experience increases the relationship will be strengthen and if decreases then relationship will be weaker.

In hypothesis 5, the relationship of Job crafting and work engagement is studied with the assistance of moderator that is openness to experience. As a moderator, Openness to experience is actually a novelty of our study and existing body of knowledge. For that reason OTE moderation with job crafting and work engagement was not conducted but few results was shown from previous researches related to openness to experience and job crafting;

The purpose of [Bell and Njoli \(2016\)](#) study was to determine the role of big five factors (i.e. Conscientiousness, Extraversion, Agreeableness, Openness to experience and Neuroticism) on showing job crafting among employees of Fort Hare University. Results pointed that Open to experience play a major role to showing job crafting. Employees with high openness to experience are engaged more with job crafting. There is a scarcity of previous research that has tried to connect these concepts, and so the findings of this study become novel and important. Open to experience individuals become in-agreement with job crafting practice.

A study was conducted in 2017 by [Rudolph et al. \(2017\)](#) and established that job crafting is meaningfully related to big-5 traits of personality, and with self-efficacy. There is a positive relation of openness to resources of job and demands of job which is increasing daily, but had negative link to job demands. Perhaps people with high openness to experience are more creative and curious and like job crafting. The study of [Morton et al. \(2018\)](#) made a framework theoretically to explore job crafting aspects. Those who are open to experience are highly engaged in developing opportunities and doing new jobs (Increase in Structural Resources of Job, Increase in Challenging Demands of Job).

Unfortunately, results of our study as reflected in table 4.9 reject the hypothesis 5, which indicates that there is no moderation of openness to experience of job crafting and engagement at work relationship.

5.2 Research Implications

5.2.1 Theoretical Implications

The present study aims to contribute in the theoretical and practical implications in the prevailing literature. The main intent of present research was to illustrate the effect of job crafting on job performance and see their relationship with the mediation and moderation effect. Work engagement is the mediator between job crafting and innovative performance. On the other hand, openness to experience acts as moderator between job crafting and work engagement. In the current research, openness to experience is the new element which has limited literature.

The developed relationships of all the variables were not examined before especially in Pakistani setting. This study was done in Pakistani context. A new link was developed between the variables and make hypothesis with the help of existing literature and assessed in this study.

In the literature, previous studies do not show the openness to experience as a moderator between job crafting and work engagement.

This relation shows that the employee when craft their job, have work engagement gives greater job performance. And if after job crafting employee experience openness to experience, then moderator will not stronger the relationship toward work engagement.

Mediator shows the positive relationship but moderator reveals no relationship. The model was developed by making associations of all the variables. The above study shows the positive affect of job crafting and job performance. To make this relationship stronger work engagement plays a vital role between them. But due to openness to experience, employee is not willing to more engage on job by his or her ability.

In short, our findings established that job crafting has positive effect on job performance via engagement at work as a linking mechanism for employees of telecommunication industry in Pakistan, which suggests that the role of job crafting is

important for performance in job in telecom sector. Furthermore our study provide insight about one of personality trait openness to experience from big five model as a moderator in JDR model.

5.2.2 Practical Implications

Practically, this study has tested the relationships of job crafting, engagement, performance and openness in the private telecom industry in Pakistan. Results show that job crafting is a major antecedent of job performance. And work engagement is an important predictor of employee performance. These results are in line with earlier research efforts (Bakker et al., 2012). A climate that responds to employees needs quickly makes the employees to give their time and energy to work and make them involved with their jobs (i.e. engaged). This suggests job crafting may be a useful practice for HR managers and departmental managers who want to increase job performance.

On the basis, there are practical implications of the study for both the employees and the managers. First, bottom-up approaches are highlighted as important to design work. Managers should train employees in order to carefully design the tasks to increase their engagement and performance. Job crafting can be learnt to have a positive impact on employees and on organizations too (Lazauskaite-Zabielske et al., 2020). Managers should train employees for job crafting to align with goals of organizations, to meet the required organizational performance. The study is also useful to practitioners to help employees in crafting their jobs. A comfortable and crafting working environment should be there to enable employees to work with ease.

Furthermore, Human Resource Manager needs to hire individuals with knowledge and skills to be aligned to working environment. Hiring should not be on the basis of personal know-how. Employees should be given empowerment at work; managers are willing to listen to employee's opinion. Consequently, informal job-related behaviors are the result of this study to have more optimal job performance. It is hoped that this study encourages future research on the topic.

5.3 Limitations and Future Directions

In every research there are some limitations, while conducting the current study we also faced some confines in the research although we attempted all possible ways to meet the standards and filled the gaps. But due to limited time and lack of resources we did not able to fill all the gaps. While collecting the data we face many problems, many employees are not able to fill the questionnaires due to language barrier. First of all, we have collected the data from employees of private telecom sectors of twin cities only because of time constraints.

Small sample size, because of time issue, creates barriers and issues for simplifying the findings of this study. So, we advise to conduct the further studies with the larger samples along other cities and other sectors of Pakistan. We believe that there are other many sectors in Pakistan, where innovation and flexible plays the major roles in success of organizations. Secondly, the data was collected by using cross sectional technique instead of the longitudinal method because of time shortage.

Thirdly, we investigated how job crafting can affect job performance with the mediating role of work engagement and with the moderation of openness to experience between job crafting and work engagement. We use one of personality trait from big five factors that is openness to experience as a moderator, future research can be conducted by using other factors as a moderator for example Conscientiousness, Extraversion, Agreeableness and Neuroticism. Fourthly, the external rationality of the results in this study is limited because we select a sample from Pakistan only. The results of the proposed model may be different in different countries due to the difference in the culture. So, generalizability of this research can increase, if scholars can repeat this study in a diverse culture or context.

In last, the current study used SPSS for analysis, further studies can use advance analysis tools like Mplus or SmartPLS to handle complex models and we used survey method for the collection of data and interviews can be conducted to get more accurate information for the research.

5.4 Conclusion

In present study, we have established an area of job crafting on job performance, which is much popular and important area in the new era in order to compete successfully around the globe. The key goal of the research is, to explore the effect of job crafting upon job performance. This research has also established impact of work engagement as mediator among association of job crafting & job performance. This study has also observed an exclusive part of openness to experience as moderation among the connection of job crafting & work engagement. Data in this study, for the analysis was gathered from survey forms, distributed in private telecom sector of twin cities of Pakistan.

This research study and the proposed assumptions are supported by JD-R theory. I used already developed questionnaires of each construct by well-known researchers in order to collect data because of time constraints. Total 283 serious responses were used for analysis as they have full & most suitable information. SPSS was used as a statistical tool for different tests. We conducted descriptive analysis, correlation analysis, reliability analysis, validity analysis and regression analysis (through Process Macro).

The main contribution of the study is, it has paid a lot in the current literature, because there has been very less work on study of impact of job crafting on job performance along with work engagement as mediator & openness to experience as moderator. In this study, five hypotheses were examined & are verified according to the context of Pakistan. Hypothesis detail is as under; Hypothesis 1 shows the positive relationship between job crafting and job performance. When organizations are able to provide a platform for crafting job then job performance automatically increases and organization is able to hold competitive edge in the industry.

In hypothesis 2 work engagement has significant relationship with the job performance which shows that work engagement has influence on the dependent variable and in hypothesis 3, the relationship between job crafting and work engagement is developed which proves the relationship that independent variable has strong

relationship with the mediator. In hypothesis 4 work engagement mediates between job crafting and job performance. Work engagement created the mechanism between independent variable and dependent variable in our model. Hypothesis 5 depicts the no effect of openness to experience on the relationship of job crafting and job performance. Openness to experience is not moderated between them. H1, H2, H3 and H4 are accepted according to the Pakistani context and H5 is being rejected according to the context of Pakistan.

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Appendix A

QUESTIONNAIRE

DEPARTMENT OF MANAGEMENT SCIENCES, CAPITAL
UNIVERSITY OF SCIENCE AND TECHNOLOGY ISLAMABAD

Dear Respondent! I am a student of MS Management Sciences at Capital University Science and Technology Islamabad and doing this survey as I am working on our thesis entitled “ Impact of Job Crafting on Job Performance: Mediating Role of Work Engagement with Openness to Experience as a Moderator between Job Crafting and Work Engagement”.

These questions require answers based on your experiences in your current job and university. Your answers will be kept strictly confidential and will be used only for research purpose. Your identity will not be disclosed on this document so kindly give an honest opinion to make this research unbiased.

You are requested to take 15 minutes out of your busy schedule to fill this questionnaire. Although you are not bound to answer these questions and at any point in time, you can quit answering but still we will be privileged by your opinion in this research work. If you need findings of this research, please order a copy at q4qasi@gmail.com Once again thanks for your precious time and cooperation.

Regards, **Waqas Ahmed** (Research Scholar)

Section I: (Demographics)

Gender:	<input type="checkbox"/> Male	<input type="checkbox"/> Female		
Highest Qualification:	<input type="checkbox"/> Bachelors	<input type="checkbox"/> Masters	<input type="checkbox"/> M.Phil/MS	<input type="checkbox"/> Phd.
Designation:	_____			
Age:	_____	Total Experience (years)	_____	

	Job Crafting (Section 2)	Hardly Ever				Very Often
		1	2	3	4	5
1	I introduce new approaches to improve my work*					
2	I change the scope or types of tasks that I complete at work					
3	I introduce new work tasks that I think better suits my skills or interests					
4	I choose to take on additional tasks at work					
5	I give preference to work tasks that suit my skills or interests					
6	I think about how my job gives my life purpose					
7	I remind myself about the significance of my work has for the success of the Organization					

8	Remind myself of the importance of my work for the broader community					
9	I think about the ways in which my work positively impacts my life					
10	I reflect on the role my job has for my overall well-being					
11	I make an effort to get to know people well at work					
12	I organize or attend work related social functions					
13	I organize special events in the workplace (e.g., celebrating a co-worker's birthday)*					
14	I choose to mentor new employees (officially or unofficially)					
15	I make friends with people at work who have similar skills or interests					
	Work Engagement (Section 3)	Never	Rarely	Often	Very Often	Always
		1	2	3	4	5
1	At my work, I feel bursting with energy*					
2	I find the work that I do full of meaning and purpose					
3	Time flies when I'm working					
4	At my job, I feel strong and vigorous*					
5	I am enthusiastic about my job*					
6	When I am working, I forget everything else around me					
7	My job inspires me*					
8	When I get up in the morning, I feel like going to work*					
9	I feel happy when I am working intensely*					
10	I am proud on the work that I do*					
11	I am immersed in my work*					
12	I can continue working for very long periods at a time					
13	To me, my job is challenging					
14	I get carried away when I'm working*					
15	At my job, I am very resilient, mentally					
16	It is difficult to detach myself from my job					
17	At my work I always persevere, even when things do not go well					

	Job Performance (Section 4)	Strongly Dis-agree				Strongly Agree
		1	2	3	4	5
1	I adequately complete assigned duties.					
2	I fulfill responsibilities specified in my job description.					
3	I perform tasks that are expected from me.					
4	I meet formal performance requirements of the job.					
	Openness to Experience (Section 5)	Strongly Agree				Strongly Dis-agree
		1	2	3	4	5
1	I am interested in abstract ideas.					
2	I have a vivid imagination					
3	Have difficulty understanding abstract ideas. (R)					
4	I have a good imagination					