

Personality, Job Crafting, and Performance in Select Public Sector Employees in India

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Abstract

Purpose : The present study focused on establishing the relationship between the dark and bright sides of personality on job performance. The study also investigated the mediating role of job crafting on job performance in selected public sector undertakings.

Methodology : A self-reported questionnaire containing 63 questions was used to collect data from 650 respondents in Lucknow and Bhubaneswar. The interrelationships between the dark and bright sides of personality, job crafting, and work performance were established using structural equation modeling on SPSS 23/AMOS 18 software.

Findings : The predictive value of the Big Five model of personality was established in our study by a positive and significant direct relationship between organizational citizenship behavior ($\beta = 0.38$) and mediated value through job crafting ($\beta = 0.11$). The predictive value of the dark triad was shown to have a positive and significant relationship with counterproductive work behaviour ($\beta = 0.23$) and a mediated value through job crafting ($\beta = 0.09$).

Practical Implications : Organizational performance depends on the bright and dark aspects of personality, and human resource departments can use personality profiling for better work output.

Originality : Unlike prior research on the effect of personality type on job performance, the present work included the added dimension of mediated effects of job crafting on job performance, besides the direct effects of the dark and bright sides of personality.

Keywords : personality, big five, dark triad, organizational citizenship behavior, counterproductive work behavior, job crafting

JEL Classification Codes : L20, L32, M59

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Job performance is the most sought-after and valued work-related outcome (Tims et al., 2014), as it guides and determines the survival, competitiveness, and long-term sustainability of the organization. Appropriate

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measurement and objective evaluation of job performance are the key metrics for realizing the performance improvement of any organization (Popova & Sharpanskykh, 2010). It is essential to understand not only how to monitor the performance of the employees but also how to identify the ingredients of employee performance to gain and retain an edge over competitors in the global business environment and meet long-term organizational goals in the face of challenges.

Personality plays an important role in everyday work life, work engagement levels, and the ability to cope with coworkers (Oldham & Fried, 2016). Personality traits shape employees' responses to work descriptions and behavior (Palaïou et al., 2016). Available research has accorded greater importance to the direct effects of personality and less importance to indirect but significant factors. Job crafting is one such indirectly affecting but essential factor that has been shown as an employee initiative to align with their strengths, interests, and development goals (Butucescu et al., 2020; Kuijpers et al., 2020; Wrzesniewski & Dutton, 2001). Oldham and Fried (2016) reported personality differences as the cause of how employees responded differently to their job roles. Job crafting literature in India is sparse in contrast with the well-researched concept of job design. Also, the effect of personality and work attitude on job crafting is not yet fully understood (Striler & Jex, 2023).

Job crafting literature has primarily focused on the positive side of job crafting and its associated outcomes as work performance (Bakker et al., 2012). Job crafting literature regularly mentions organizational citizenship behavior (Tims et al., 2015), work engagement (Leiter & Bakker, 2010), and extra-role performance (Bakker et al., 2012) and leans heavily toward studies of the positive side of job crafting behavior (Roczniewska & Bakker, 2016). This positive outcome associated with job crafting is incomplete as it ignores the instances and possibilities of individuals indulging in counterproductive behaviors, which are detrimental to the cause of the organizational goals (Spector et al., 2006). Unlike the effects of the Five Factor Model (FFM) on job crafting (Ghazzawi et al., 2021; Peral & Geldenhuys, 2020; Rudolph et al., 2017; Roczniewska & Bakker, 2016), the dark side of personality has not received an equitable attention. The negative effects of job crafting behavior and its consequent deleterious effects on organizational efficiency have not received equal attention (Palaïou et al., 2016).

In this study, we have attempted to investigate the relationship between the dark and bright sides of personality traits with job crafting behavior and resultant job performance in terms of organizational citizenship behavior and counterproductive work behavior. The present study attempts to fill the research gap by addressing how personality's dark and bright sides interact with job crafting, resulting in counterproductive and organizational citizenship behaviors.

Literature Review

Personality is an essential ingredient affecting individuals' career choices and work performance, working styles and their interactions with others at the workplace (de Janasz et al., 2018; Woods & Sofat, 2013). Oldham and Fried (2016) demonstrated that employees' personality traits affected their responses to jobs and work performance. Manifestations of personality are especially evident in the workplace; personality traits help determine why employees behave the way they do (Christiansen & Tett, 2013), and therefore, personality assessments are used largely for job interviews to identify undesirable candidates. Researchers have suggested using theory-driven personality models to evaluate job fit and performance optimization (Hogan & Holland, 2003; Hurtz & Donovan, 2000). Personality profilers commonly use two personality models: the Five Factor Model (FFM) and the Dark Triad Model (DT).

The FFM is a robust model that has been generalizable and useful in several studies (Dubey & Pandey, 2017). FFM measures the bright side of the personality and comprises the five traits: openness (to experiences), conscientiousness, extraversion, agreeableness and neuroticism. Of these five, the most important characteristics identified by researchers are conscientiousness and extraversion (Nel et al., 2012; Ramprasad et al., 2017).

While the FFM explains the positive work-related outcomes, it does not comprehensively explain all the work-related behaviors, as its use is limited in explaining the negative personality traits displayed by deviant employees. The Dark Triad (DT) model captures the negative side of human behavior (Paulhus & Williams, 2002). The dark triad comprises three negative and socially avoidable personality traits, namely Machiavellianism, narcissism, and psychopathy, which indicate self-centered, manipulative, and selfish motives (DeShong et al., 2015). Machiavellian employees lack emotional relations with colleagues and pursue self-interest by exploiting others through deceptive strategies (Spain et al., 2014). Narcissists are stuck with a grand view of themselves and generally overthink about themselves with their worldview revolving around their personalities. Narcissists dream about success and entitlement and have a superiority complex (DeShong et al., 2015). Psychopathy is the darkest of the three constituents of the Dark Triad (Rauthmann, 2012) and is often linked with a criminal mindset (Hare & Neumann, 2009). Babiak and Hare (2006) reported that employees with high scores on psychopathy were more likely to disobey organizational rules and regulations. Researchers have found that while Machiavellianism and narcissism are related to the environmental influence of the organization, psychopathy is rooted in the genetic makeup of the employees (Jones & Paulhus, 2011). The Dark Triad has helped predict several deviant social behaviors such as violence, aggression, bullying, insubordination, etc (Pailing et al., 2014).

The taxonomies of personality, namely FFM and Dark Triad, have been instrumental in accounting for individual differences in job performance. Employees are expected to perform their designated duties so that the organization achieves its overall goals. This performance of the expected duties is called job performance. Employees display initiative and willingness to perform their mutually accepted duties and function efficiently. Job performance comprises three distinct behaviors: task performance, organizational citizenship behavior, and counterproductive work behavior (Koopmans et al., 2011; Rotundo & Sackett, 2002; Sanjeev, 2017). In-role behavior is a collective name for the work behaviors clearly defined by the job description, which are necessary for the survival and working of the organization (Sharma & Yadav, 2018). Organizational citizenship behavior (OCB), also called extra-role behavior, is the collective name for all the voluntary work behaviors that are not included in the actual job description and are instrumental in promoting the effective and efficient operations of the organization. While an individual's inherent skill levels can determine task performance, personality determines contextual performance.

The other end of the spectrum of work behavior is made up of counterproductive work behavior (CWB), which comprises employee work behavior that generally harms the prospects of the organization and runs against its goals (Spector & Fox, 2005). CWB is one of the most damaging and deleterious types of organizational behavior. Mild cases of CWB might involve using office stationery, official facilities, vehicles, staff and even the internet for personal purposes, while the severe cases would include theft, sabotage, etc. Personality traits also affect how individuals resort to job crafting to match their roles with their skills (Butucescu et al., 2020; Wrzesniewski & Dutton, 2001). Job crafting is a result of the intersection of work context and personality traits (Kooij et al., 2017). Decade-long research on job crafting has identified two types, namely, (a) resource-based job crafting and (b) the three-way view of task, relational, and cognitive job crafting (Lichtenthaler & Fischbach, 2019). Considering that job crafting is resorted to have a better fit between the employee and work, personality traits might well be useful in predicting job crafting (Butucescu et al., 2020). However, the interrelation between personality traits and job crafting is not fully understood (Kuijpers et al., 2020; Kooij et al., 2020; Striler & Jex, 2023). The following section examines the literature about FFM and DT with job performance and crafting.

FFM and Job Performance

FFM finds popular acceptance among researchers for explaining differences in job performance. Job performance is shown to have had a direct relationship with the Big Five/FFM. Salgado (1997) also reported similar findings in

the European context. Employees who are high on the constituents of FFM—extraversion and agreeableness—exhibit job crafting and heightened OCB. Socially inclined employees are more likely to tailor their job roles by focusing on their social interactions with a peer group, exceeding their role requirements, and helping others at work (Jnaneswar, 2019; Pandita & Bedarkar, 2015; Van Scotter & Motowidlo, 1996). We state our first hypothesis as follows:

☞ **H₁** : There is a significant relationship between personality (FFM) and OCB.

The Dark Triad and Job Performance

Apart from negative job behavior like violence, aggression, bullying, stealing, and sabotage (Pailing et al., 2014), the Dark Triad is known to have good correlations with performance at work. The relationship between Dark Triad and job performance has been widely studied, and DT and OCB are negatively correlated (Varma et al., 2024; Zettler & Solga, 2013). Empirical studies have shown high correlations between individuals having a high rank on the DT scale and their instances of counterproductive behavior (DeShong et al., 2015). We establish our second hypothesis as follows:

☞ **H₂** : There is a significant relationship between Dark Triad and CWB.

Personality and Job Crafting

Bakker (2015) postulated that personality affects job-crafting behavior in order to generate peer group support. Tims et al. (2012) concluded that proactive employees were inclined toward job crafting significantly. Brenninkmeijer and Hekkert-Koning (2015) found a positive association between promotion-centric job crafting and resource-seeking behavior. Employees chased resources where promotion avenues depended upon them and reduced demands for resources where promotion avenues were limited.

Compared to job crafting research, not much material is available on the causal factors of job crafting (Berdicchia et al., 2016). As seen by FFM, personality can effectively predict individuals' job-crafting behavior, and personality and job-crafting behavior are significantly correlated (Bell & Njoli, 2016; Leana et al., 2009). Employees' responses to job characteristics depended on differences in their personalities (Oldham & Fried, 2016). Further, job crafting behaviors are rooted in the dark and bright sides of personality (Leana et al., 2009). Leana et al. (2009) concluded that the Five-Factor Model (FFM) undeniably affects the type and extent of job-crafting behavior of employees. Personality has a direct causal effect on the job-crafting behavior (Bell & Njoli, 2016). We frame our third hypothesis as follows:

☞ **H₃** : Personality (FFM) has a significant relationship with job crafting.

Dark Triad and Job Crafting

Despite the volume of research suggesting the positive side of job crafting, its negative facet cannot be discounted. Petrou et al. (2012) found that job crafting could sometimes be detrimental to an organization's goals. Some papers have studied the damaging effects of adjusting job demands and, consequently, the fall in job performance (O'Boyle et al., 2012; Markon et al., 2005). The three facets of the Dark Triad represent a socially exploitative strategy (Paulhus & Williams, 2002). Individuals scoring high on Dark Triad prefer chasing their personal goals at the cost of social exchange. O'Boyle et al. (2012) studied the interdependence of the Dark Triad and work behavior and reported a causal link between the poor quality of job performance and Machiavellianism and psychopathy. They also established a causal relationship between CWB and the three dimensions of the DT. Machiavellianism

reduces team spirit and commitment (Zettler et al., 2011). The Machiavellian worldview does not encourage personal initiative. Individuals scoring high on narcissism have a grand view of their self-importance. Narcissists overemphasize their success, guard their positions carefully, and refuse to bow down and compromise (Resick et al., 2009). Narcissists are likely to pursue strategies focusing on self-promotion and seeking attention. Psychopathy refers to the dark trait governing a lack of concern for others (O'Boyle et al., 2012). Psychopaths harm others without remorse or guilt and display lower levels of responsibility and commitment at work (O'Boyle et al., 2012). We postulate our fourth hypothesis as follows:

➤ **H₄** : Dark Triad has a significant relationship with job crafting.

Job Crafting and OCB

Job crafting entails employees taking the initiative to modify their tasks or job descriptions. Such self-motivated tweaking does not require organizational involvement and can benefit individuals and their workplace. Job crafting also positively affects organizational commitment and reduced absenteeism (Ghitulescu, 2006; Girdharwal, 2019). Tims et al. (2015) demonstrated a positive relationship between work engagement and job performance. Slemp et al. (2015) reported a positive outcome of leadership characteristics such as empowerment and feedback on job crafting, which resulted in building a climate of trust in the organization. Bakker et al. (2012) reported that job crafting led to work engagement and increased role performance. In turn, job crafting results in positive outcomes for the employees and the organization (Chandel et al., 2023; Tims & Bakker, 2010; Vivek, 2016). Job crafting leads to a stronger bonding of employees with their jobs and consequent positive outcomes in terms of increased job satisfaction and reduced attrition rates (Kristof-Brown et al., 2005). Employees indulging in job crafting target higher levels of job satisfaction, which various researchers have shown to lead to OCB (Chiang & Hsieh, 2012; Kaur et al., 2015). We state our fifth hypothesis as follows:

➤ **H₅** : Job crafting has a significant relationship with OCB.

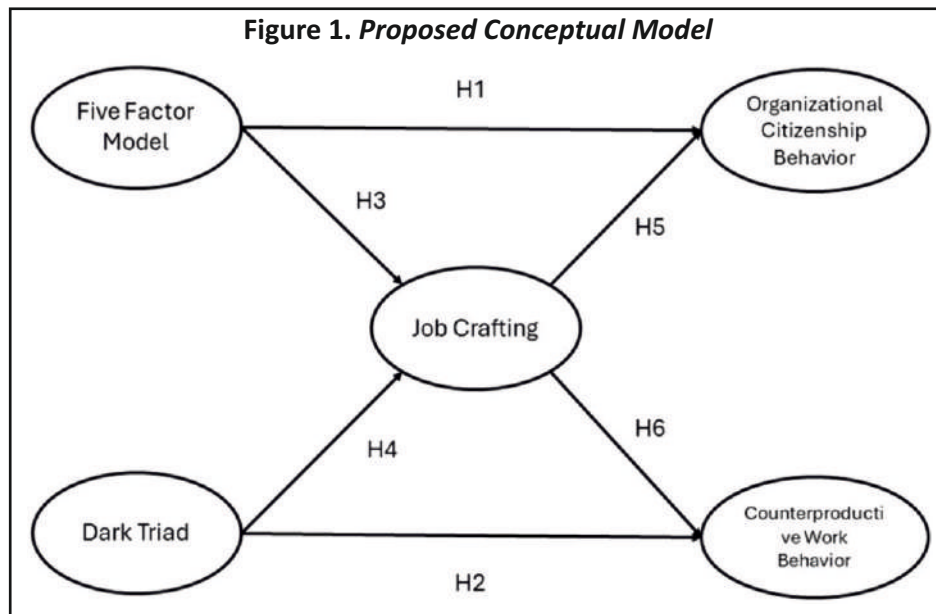
Job Crafting and CWB

Counterproductive work behavior is a behavioral response to stressful work experiences (Spector & Fox, 2005). Individuals are motivated to reduce or remove negative experiences and emotions by indulging in CWB (Fox et al., 2001). CWB can, therefore, be seen because of a stressful environment and employees' work behavior (Schaufeli et al., 2006). The bright side of job crafting encompasses active, initiative-taking and problem-solving approaches at work. In contrast, the dark side of job crafting is a group of avoidance techniques at work. These lead to job changes that aim at reducing or evading work that is not very palatable or interesting to the worker (Bruning & Campion, 2018; Kumar & Valamathi, 2022). Employees adopting avoidance of job crafting reduce certain aspects of their job, such as offloading the difficult and demanding parts to a coworker (Lichtenthaler & Fischbach, 2019). Lazazzara et al. (2020) postulated two job crafting behaviors: proactive and reactive. While proactive job crafting leads to achieving work-life balance, meeting career goals, improving job performance, connecting better with customers and increasing work knowledge, the reactive form of job crafting can have deleterious effects. The structural impediments might present themselves as highly competitive work environments (Meged, 2017) or unexpected organizational changes triggering notions of job security (Vuori et al., 2012). Lack of resources (Singh & Singh, 2016), high workload and pressure (Renkema et al., 2023), and the need to balance multiple resources and demands (Kossek et al., 2016) are other triggers of job security. Counterproductive work behavior is a reactive response to a stressful work atmosphere (Dwivedi et al., 2015; Spector & Fox, 2002, 2005). Employees faced with rising performance demands might turn to evasive and

deleterious work activities. When employees think their externally motivated job crafting is not noticed and rewarded, they might indulge in counterproductive behaviors (Spector & Fox, 2010). Perceived injustice at the hands of superiors or the mere absence of acknowledgments of their contribution might also lead to counterproductivity (Fox et al., 2001; Skarlicki & Folger, 1997). It appears that dark job crafting might be related to counterproductive work behavior. We frame our sixth hypothesis as follows:

⇒ **H₆** : Job crafting has a significant relationship with CWB.

Figure 1 presents the conceptual model and the hypotheses.



Two additional hypotheses are proposed.

⇒ **H₇** : Job crafting mediates the effect of FFM on OCB.

⇒ **H₈** : Job crafting mediates the effect of DT on CWB.

Research Methodology

This study employed a cross-sectional design where data was collected using self-report questionnaires from different individuals at a single point in time. The data was collected using a questionnaire survey with two sections. The first section contained questions on demography, while the second section contained questions on the Five Factor Model, Dark Triad, Job Crafting, Short OCB, and Short CWB. Section 2 contained 63 forced-choice Likert-type questions and collected responses with 1 for *strongly disagree*, 2 for *disagree*, 3 for *neither agree nor disagree*, 4 for *agree*, and 5 for *strongly agree*.

Sample

The data was collected using random sampling from public sector employees in Bhubaneswar in Odisha and

Lucknow in Uttar Pradesh. A total of 650 workers were contacted, and a questionnaire survey was administered to them. 79% of the respondents were male in the age range of 35–50, with experience ranging from 10–25 years. After deleting the incomplete and ambiguously filled questionnaire, the final sample included 493 responses, which returned a response rate of 75.84%. A questionnaire with 63 questions resulted in approximately 7.8 responses per question, which is satisfactory and acceptable (Hinkin, 1998).

Scales Used

The dark side of personality was measured using the Dirty Dozen questionnaire (Jonason & Webster, 2010), and FFM was measured using the Big Five Inventory or BFI-10 (Rammstedt & John, 2007). Job crafting was measured using a job-crafting questionnaire containing 21 questions with seven items for each of the three dimensions: task, relational, and cognitive. Short OCB, a 10-item version of the Organizational Citizenship Behavior, has a reliability coefficient of 0.80 for employees and 0.86 for supervisors. A 10-item version of the Counterproductive Work Behavior Checklist (CWB-C) measure by Spector et al. (2006) was used to measure the CWB scores. All the scales used in this study were standard instruments and returned Cronbach's alpha values exceeding 0.7.

Method

The data was collected using acquaintances in Bhubaneswar in Odisha and Lucknow in Uttar Pradesh. Two national and four state public sector undertakings were contacted for the survey, and permission to conduct the survey was obtained. A short presentation about the study was followed by the distribution of the questionnaires, which were to be filled out by the employees. Before distributing the questionnaire, informed consent for voluntary participation was obtained from the respondents. No remuneration was offered, and participants were allowed one week to complete and return the survey. The questionnaires took about 90 minutes to complete. The data was collected between December 2022 and March 2023. The participants were assuredly told that no personal or survey data would be shared with their organization.

Data Analysis and Results

The data was coded and entered in SPSS 23 for exploratory and confirmatory factor analysis. The interrelationships between the bright and dark sides of personality, job crafting and work behavior were established using structural equation modeling on AMOS 18. SPSS and its compatible AMOS were used due to availability and ease of use.

The ratio of χ^2 to df is 2.56, which is less than 5 and is acceptable. The χ^2 is significant, indicating a considerable difference between the observed and estimated models, but the χ^2 value is sensitive to larger sample sizes. Therefore, Hair et al. (2006) suggested using other fit indices, such as CFI, NFI, and TLI. The CFI, NFI, and TLI values are 0.92, 0.87, and 0.94, respectively, indicating a good fit for the model. The root mean squared error of approximation (RMSEA) is estimated to be 0.08, which is reasonably acceptable.

All the hypotheses are significant and accepted. The structural equation model in Figure 2 represents the relationships between the personality factors and their relationships with job crafting and job performance.

Mathematically, the causal equations can be written as follows:

$$OCB = 0.38 * FFM + 0.26 * JC + 0.1092 * FFM$$

$$CWB = 0.23 * DT + 0.29 * JC + 0.0899 * DT$$

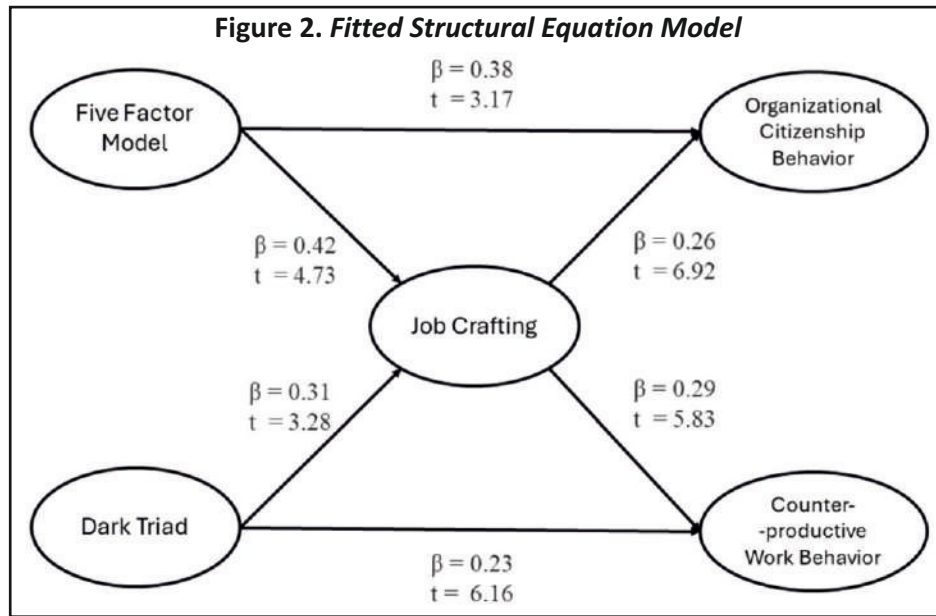


Table 1. Results of Hypotheses Testing

HYPOTHESIS	t-value	p-value	Interpretation
H ₁ : There is a significant relationship between personality and OCB.	3.17	0.0008	Accepted
H ₂ : There is a significant relationship between the dark triad and CWB.	6.16	0.0000	Accepted
H ₃ : Personality has a significant relationship with job crafting.	4.73	0.0000	Accepted
H ₄ : Dark triad has a significant relationship with job crafting.	3.28	0.0005	Accepted
H ₅ : Job crafting has a significant relationship with OCB.	6.92	0.0000	Accepted
H ₆ : Job crafting has a significant relationship with CWB.	5.83	0.0000	Accepted
H ₇ : Job crafting has a mediating effect of the Big Five on OCB.	3.905	0.0000	Accepted
H ₈ : Job crafting has a mediating effect of the dark triad on CWB.	2.858	0.0042	Accepted

The results of the hypothesis testing are given in Table 1.

Mediation Analysis

For hypotheses 7 and 8, we used Sobel's mediation tests (quanpsy.org/sobel/sobel.htm). Sobel's test determines whether a mediator variable carries the influence of an independent variable on the dependent variable. Hypothesis tests whether mediated effect equals zero. Three simultaneous tests, namely, Sobel test, Aroian test, and Goodman test, are used to test the null hypothesis:

☞ H₇ : Job crafting mediates the effect of FFM on OCB.

☞ H₈ : Job crafting mediates the effect of DT on CWB.

Table 2 presents the hypothesis testing results, and it shows that (a) Job crafting mediates the effects of FFM on OCB and (b) Job crafting mediates the effects of DT on CWB.

Table 2. Mediation Test

FFM-JC-OCB			
	t-value	Test statistic	p-value
Sobel test	4.73	3.9049486	0.00009
Aroian test	6.92	3.8774522	0.00010
Goodman test		3.9330384	0.00008
DT-JC-OCB			
Sobel test	3.28	2.8586368	0.00425
Aroian test	5.83	2.8272203	0.00469
Goodman test		2.8911243	0.00384

Discussion

Performance measures in current literature do not give enough attention to the behavioral aspects of personality. When aligned with organizational goals, the behavioral strata of personality lead to desirable outcomes. In contrast, the aspects not aligned or misaligned with organizational goals lead to deleterious effects for employees and organizations. Objectively measuring the employees' personality traits is necessary for a scientific understanding of these organizational outcomes. This study seeks to study the interrelations of personality type and job crafting behavior and their impact on the organizational work behavior of the two personality types. Many researchers have studied the validity of personality traits in predicting job behavior (Morgeson et al., 2007). Anglim et al. (2018) used the HEXACO model of personality to evaluate the predictive value of personality models for OCB and CWB. Several meta-analyses have widely studied the relationship between the Big Five model of personality and employee work behavior (Rothstein & Goffin, 2006; Salgado, 1997). Chiaburu et al. (2011) reported a significant correlation between the Big Five model and OCB. Our study supports this finding. Our study did not consider the effects of individual personality traits on OCB and CWB, unlike Berry et al. (2007). Rothstein and Goffin (2006) concluded that the predictive value of the Big Five personality model was high even though there was a possibility of some respondents giving a potentially positive response. This supports our use of the Big Five model for evaluating OCB.

Researchers have alternatively used the HEXACO model and suggested that HEXACO is more useful in predicting CWB (Ceschi et al., 2016). Correlation studies between personality traits, OCB, and CWB have largely preferred the Big Five over HEXACO, and we have also used the same in our study. The validity of the HEXACO model in predicting employee job behavior is not very conclusive as per extant literature.

Individual differences in personality traits guide the actions available to the employees to reduce the misfit between their job profile and their actual job. When aligned to the organizational goal, such adjustments are beneficial and result in OCB, while they result in CWB when misaligned. Employees' personality traits manifest themselves in highly demanding situations at work, such as when the employee is a misfit with the organization or in times of organizational changes. The predictive value of the Big Five model of personality has been established in our study by a positive and significant direct relationship with OCB ($\beta = 0.38$) and mediated value through job crafting ($\beta = 0.11$).

Dark Triad effects were positively correlated with dark job crafting. They confirmed the premise that individuals displaying dark triad traits were more likely to engage in job crafting, which led to deleterious results and counterproductive work behaviors. This result is corroborated by existing literature (Jones & Paulhus, 2011; Paulhus & Williams, 2002). The predictive value of the dark triad is shown to have a positive and significant relationship with OCB ($\beta = 0.23$) and a mediated value through job crafting ($\beta = 0.09$).

Theoretical and Managerial Implications

The theoretical implications of this study are twofold. Firstly, the study highlights the dark and bright sides of individual personality as causal factors of job crafting. Secondly, it underscores the mediating effect of job crafting on the ultimate work outcome. Job crafting research in the Indian context is scanty, and this research adds to that sparse work.

In so much as job crafting can mediate the effects of personality on work behavior, organizations might allow a certain degree of job crafting to employees to harness the positive spin-off effects. The study further brought out the direct impact of personality traits on work outcomes and underscored the importance of personality profiling during recruitment. Personality traits should also be identified and harnessed through behavioral and soft skills training.

Limitations of the Study and the Way Forward

One of the limitations of this study is that the data is collected with a self-report questionnaire. Common Method Variance in a self-report study can affect the validity of the results. Even with the assurance of anonymity and a declared academic use of the data, the participants might not have provided the data honestly and accurately for obvious reasons. In the case of the Five Factor Model, the chances of overstating their disposition and, in the case of the dark triad, understating the responses cannot be ruled out completely. We have taken personality's bright and dark sides as composites and not at the individual trait level. Future research will attempt to study the personality traits at individual levels and also explore other mediating factors besides job crafting that might affect the work outcome. Longitudinal research will be undertaken next to see if data separated by time can uncover additional insights than a single cross-sectional study like the present one.

Authors' Contribution

Archana Sharma and Namita Rath did research conceptualization and questionnaire design. Rushil Varma and Namita Rath collected the data from the respondents in Lucknow and Bhubaneswar, respectively. Namita Rath and Alok Kumar Sahai did data analysis and interpretation. Namita Rath and Alok Kumar Sahai proofread and edited the final draft.

Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in this manuscript.

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