
Impact of Proactive Personality and Career Adaptability on In-Role Performance through Job Crafting and Work Engagement in Indonesian Millennial Generation

¹Lidana Ega Nerissa, ²Riani Rachmawati

University of Indonesia, Faculty of Economics and Business, Jakarta, Indonesia

E-mail : lidana.ega@alumni.ui.co.id

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ABSTRACT

This paper aims to examine whether proactive personality and career adaptability can predict work engagement and in-role performance through the utilization of job crafting behaviors, which have been analyzed using Partial Least Squares Structural Equation Modeling (PLS SEM). The study postulated that employees demonstrating proactive personality and career adaptability are more likely to actively shape their roles to enhance their engagement and performance. By integrating findings from prior research, an overarching model has been developed that can be utilized to cultivate work engagement and enhance in-role performance within contemporary workplaces. Data were collected from a sample of 180 millennial employees working in various organizations. The findings revealed that employees possessing proactive personality and career adaptability were most inclined to engage in job crafting, which in turn positively influenced their work engagement and performance. The majority of the results provided support for the hypothesized relationships. Job crafting was identified as a full mediator between career adaptability and work engagement, while the direct relationship between career adaptability and work engagement was not found to be statistically significant.

Keywords: Work Engagement, Millennial Generation, Performance, Job Crafting, Proactive Personality.

INTRODUCTION

Diverse transformations within the industrial landscape, particularly attributable to the pandemic, present formidable challenges for companies, including their workforce, necessitating adaptation and survival to avoid the risk of obsolescence (Kaushik & Guleria, 2020). The pandemic has compelled organizations to expedite digitization processes and enhance business efficiency across various sectors (Rinker et al., 2021). The ramifications of these changes during the pandemic have also affected millennials, who experienced job insecurity amidst the crisis (Yiwen & Hahn, 2021). Notably, this generation is characterized by its propensity for high levels of creativity, often intertwined with their technological literacy (Hui et al., 2020).

The post-pandemic landscape has imposed the need for individuals to demonstrate exceptional adaptability to navigate the intricacies and flexibility of the contemporary

workplace (Federici et al., 2021). Individuals exhibiting heightened competence and adaptability reflect resilient traits (Bunyang Arcega et al., 2022). Positive attributes such as optimism, self-efficacy, self-esteem, resilience, and adeptness in adapting to dynamic business environments empower workers to effectively govern their work surroundings (Bakker & Demerouti, 2008). Previous research has also established a positive association between resilience and engagement (Cooke et al., 2019). Consequently, millennials, who are poised to succeed previous generations, are expected to display heightened engagement and actively contribute to organizational vitality.

A key factor in a company's success lies in cultivating an energetic, fully committed, and dedicated workforce (Lu et al., 2014). Conversely, Bakker asserts that engaged employees exhibit higher levels of productivity compared to their disengaged counterparts (Bakker, 2011). Engaged employees are more



productive and efficient in their work endeavors (Gulyani & Sharma, 2018). Within an organization, commitment to work can serve as a metric to assess effectiveness and job satisfaction (Nguyen et al., 2019). Work involvement serves as an antithesis to burnout, characterized by work-related mental exhaustion (Giménez-Espert et al., 2020). Engaged individuals derive joy and satisfaction from their work due to an intrinsic passion, rather than external coercion or pressures (Barreiro & Treglown, 2020).

Contemporary businesses are compelled to adapt to change to maintain their competitiveness. These evolving requirements necessitate employees to cultivate proactive characteristics to achieve career success. Individuals who struggle to navigate the intricacies of their careers may encounter difficulties in attaining favorable professional outcomes (Zhu et al., 2013). Consequently, individuals must possess career adaptability to effectively confront the challenges presented by the current market. Career adaptability denotes an individual's capacity to adjust to evolving job demands and work environments (Savickas, 2010). Problem alignment entails aligning individual attitudes, skills, and behaviors with organizational needs. Career adaptability comprises four key components: concern, control, curiosity, and confidence (Savickas & Porfeli, 2011).

The entry of millennials into the Indonesian labor market will catalyze economic, political, social, and cultural transformations. This generation is anticipated to demonstrate heightened proactive tendencies in response to change and capitalize on opportunities. In this era, the industry faces the challenge not only of retaining talented employees but also of ensuring their enduring commitment to the organization, coupled with a notable level of work engagement, which ultimately enhances employee performance within the company. Accordingly, this study further examines the influence of millennials' proactive personality and career adaptability on in-role performance through the lenses of job crafting and work

engagement. The subsequent sections of this paper encompass the findings and subsequent discussions of these aspects.

METHOD

1. Career Adaptability

The term career adaptability was first introduced by Super and Knasel (1981) as a central concept of career development and now is used as a key ability to achieve career success. (O'Connell et al., 2008; Savickas, 1994). Savickas (1997) defines career adaptability as the ability to complete tasks at work and adapt quickly to changes in work. Furthermore, Othman et al. (2018) states that career adaptability is a person's ability to make decisions, as well as their knowledge of problem-solving in the workplace, which often changes according to the existing problem.

Career adaptability refers to the performance of the resources required, i.e., those who are fully capable of meeting their duties or tasks at the present time and can expect relevant careers, career transitions and problem-related complexes, refers to someone with a career (Federici et al., 2021). Based on CCT (Career Construction Theory), a state in which people who want to adapt and adjust their skills to do something that can change their expected state are likely to reach a higher adaptive level. The results of adaptation manifested in development, satisfaction, job success, career, and a person's life. A skill level that adapts to a high career is also encouraging when it comes to reaching a high professional level. A study by Gupta (2019) found sufficient evidence for a study of the relationship among fluid knowledge workers between career adaptability and job engagement. However, study by Cotter & Fouad (2013) have shown that there is no positive relationship between career adaptability and work engagement.

2. Proactive Personality

According to Bateman & Crant (1993), a proactive personality is characterized by a stable disposition amidst emotional fluctuations in the environment. Individuals with a proactive personality possess the ability to identify

opportunities, display initiative, and persistently pursue meaningful change within their surroundings Seibert et al. (1999). Such individuals endeavor to establish favorable circumstances and opportunities that align with their professional pursuits (Crant, 2000).

3. Job Crafting

Job crafting is the deliberate process through which employees actively shape their work in a manner that aligns with their interests, skills, and abilities, thus creating a work environment tailored to their needs (Rudolph et al., 2017). It involves modifying job resources and demands to enhance individual job characteristics and skills (Rudolph et al., 2017). The job crafting model is rooted in four dimensions: (1) increasing structural job resources, (2) reducing hindering job demands, (3) enhancing social job resources, and (4) augmenting challenging job demands (Tims et al., 2012).

The presence of job crafting in an individual can arise when they actively engage in altering their work situation, with proactive personality being one factor that drives such behavior (Alikaj et al., 2021). Proactive individuals are motivated to seek innovative and superior solutions to improve existing procedures and processes that may be deemed ineffective (Alikaj et al., 2021). The concept of proactive personality was originally introduced by Bateman & Crant (1993), who defined it as an individual's inclination to exhibit stability, exert control, and endeavor to influence environmental conditions and their state. Positive personality traits associated with proactivity include a heightened ability to identify opportunities, display initiative, take action to realize ideas, and maintain steadfastness in thoughts, ideas, and beliefs to effect meaningful change despite encountering obstacles (Bateman & Crant, 1993).

4. Work Engagement

Work engagement encompasses an active and positive connection with one's work, characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor signifies a heightened level of enthusiasm and

the capacity to confront work-related challenges. Dedication is acknowledged as a distinctive manifestation of eagerness and bravery in facing obstacles. Meanwhile, absorption denotes complete engrossment in tasks, rendering it arduous for employees to disengage from their work prematurely. Schaufeli's elucidation of work engagement stands as the most widely referenced model in the literature on work engagement and has spurred the development of the predominant evaluation instrument employed in empirical research in this domain, namely the Utrecht Work Engagement Scale (UWES) (Bailey et al., 2015).

5. In-role Performance

According to Bakker et al. (2004) in their research, employees within an organization can engage through two types of performance, namely in-role performance and extra-role performance. The definition of in-role performance refers to the outcomes resulting from employee behavior that contributes to organizational goals and effectively fulfills functions within the organization (Motowidlo & Van Scotter, 1994). On the other hand, in-role performance, as defined by Williams & Anderson (1991), pertains to the level of achievement in assigned tasks. The scope of in-role performance differs from that of extra-role performance. Examples of in-role performance behaviors include working full eight-hour days, completing assigned tasks on time, and complying with company rules and regulations (Williams & Anderson, 1991). On the other hand, behaviors associated with extra-role performance include assisting fellow employees within the organization, taking actions to protect the organization from risks, offering constructive suggestions to the organization, and acquiring knowledge and skills beneficial to the organization (Chen et al., 2009).

The data analysis method employed in this study is quantitative analysis, specifically an explanatory research design utilized to elucidate the relationship between the independent variable and the dependent variable. Data analysis in this study was conducted using

Partial Least Squares Structural Equation Modeling (PLS-SEM) with the aid of SmartPLS software.

The population refers to the broader domain encompassing entities or individuals possessing specific qualities and characteristics as determined by the researcher, from which conclusions can be drawn (Sugiyono, 2007). The target population for this study consists of millennial generation employees in Indonesia who have served in the private sector for a minimum of three years. Given that the methodology and data analysis involve Structural Equation Modeling (SEM), the sample size must meet the minimum requirements for the application of the SEM model. Generally, Hair et al. (2019) suggest that the minimum sample size for SEM analysis should range from 100 to 200 observations. Accordingly, the sample size for this research comprises 180 participants.

Measurements were assessed employing a 6-point Likert scale (interval scale), where 1 signifies "strongly disagree," 2 represents "disagree," 3 denotes "somewhat disagree," 4 signifies "somewhat agree," 5 represents "agree," and 6 denotes "strongly agree." The use of a 6-point Likert scale aims to minimize the number of respondents selecting neutral responses.

Proactive personality was measured utilizing a unidimensional 10-item questionnaire adapted from Seibert et al. (1999). Career adaptability was assessed employing a 24-item questionnaire adapted from Savickas & Porfeli (2012). Job crafting was evaluated utilizing a 15-item questionnaire adapted from Tims et al. (2012). Work engagement was measured using a 9-item questionnaire adapted from Schaufeli et al. (2006). Lastly, in-role performance was assessed through a 7-item questionnaire adapted from Williams & Anderson (1991).

RESULT and DICUSSION

The dataset comprises information obtained from a total of 180 respondents, all of whom have accumulated a minimum of three (3) years of work experience in the private sector within Indonesia and belong to the millennial generation. The majority of respondents, approximately 35 years old, have completed their undergraduate studies, with some having pursued a master's degree. These individuals represent a diverse range of industries, with a significant portion hailing from sectors such as information and communication technology, trade, and construction. Approximately 57 percent of respondents possess work experience spanning 3 to 5 years. Moreover, the majority of respondents hold positions classified as non-managerial employees.

Structural Equation Modeling (SEM) serves as a method employed to address the limitations of the regression technique. Scholars categorize the research methodology of Structural Equation Modeling (SEM) into two distinct approaches: Covariance Based SEM (CB-SEM) and Variance Based SEM or Partial Least Square (PLS). PLS adopts bootstrapping or random multiplication techniques, rendering normality assumptions inconsequential. Moreover, PLS does not impose a minimum sample size requirement, thus making it applicable for studies with limited sample volumes.

The results of the construct validity test, as indicated by the Average Variance Extracted values, confirm that each variable—proactive personality, career adaptability, job crafting, work engagement, and in-role performance—satisfies the construct validity criteria, with test scores surpassing the threshold of 0.500.

Table 1. Construct Validity Test Results

Variable Name	AVE	Information
<i>Proactive Personality</i>	0.557	Valid
<i>Career Adaptability</i>	0.618	Valid
<i>Job Crafting</i>	0.593	Valid
<i>Work Engagement</i>	0.632	Valid

<i>In-role Performance</i>	0.573	Valid
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Composite reliability functions as an evaluative metric designed to quantify a construct's attributes, manifesting through the coefficients of latent variables. Two assessment tools, specifically internal consistency and Cronbach's alpha, are employed to assess composite reliability. In both evaluations, a

value exceeding 0.70 signifies robust construct reliability. The application of the Cronbach's alpha reliability test complements the determination of composite reliability. If the calculated Cronbach's alpha value exceeds 0.70, the respective variable can be deemed dependable.

Table 2. Construct Reliability Test Result

Variable Name	Cronbach's Alpha	Composite Reliability	Information
<i>Proactive Personality</i>	0.912	0.926	Reliable
<i>Career Adaptability</i>	0.973	0.975	Reliable
<i>Job Crafting</i>	0.951	0.956	Reliable
<i>Work Engagement</i>	0.927	0.939	Reliable
<i>In-role Performance</i>	0.876	0.904	Reliable

Upon subjecting the latent variable model to assessment within this study, a classification into two distinct categories emerges: exogenous variables and endogenous variables. Proactive personality and career adaptability are categorized as exogenous variables, whereas job crafting, work engagement, and in-role performance fall within the purview of

endogenous variables. The merit of a hypothetical model lies in its alignment with theoretical foundations substantiated by empirical evidence. The ensuing diagram elucidates the outcomes of a Comprehensive Partial Least Squares (PLS) analysis, effectively encapsulating the comprehensive interplay among variables.

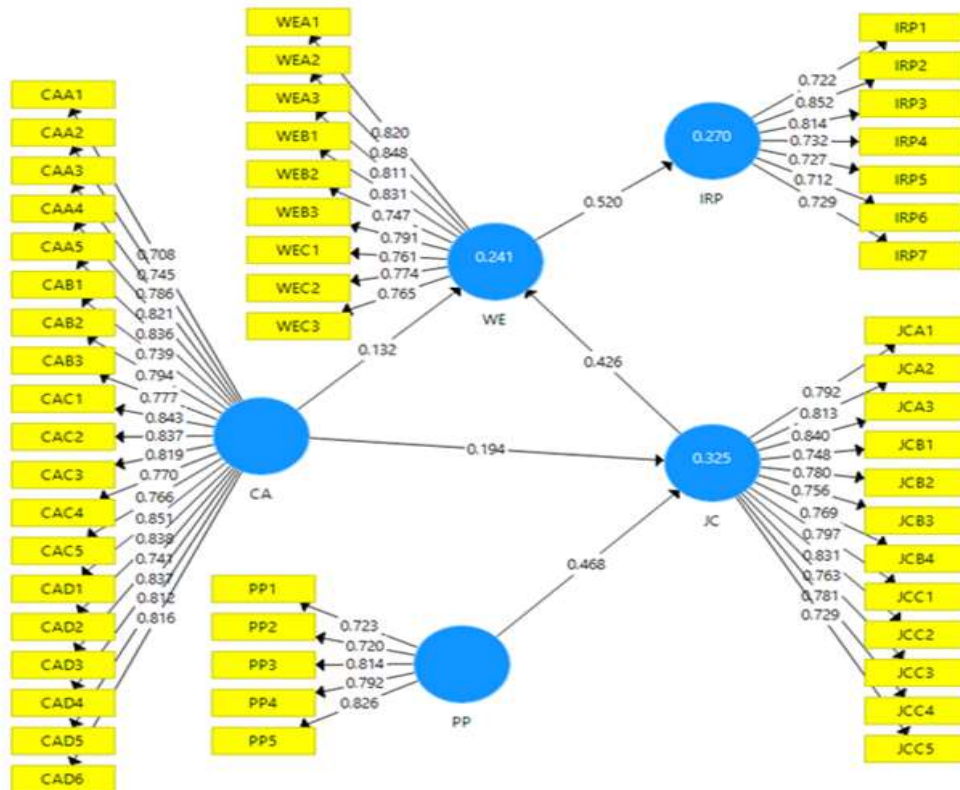


Figure 1. Research Model Path Diagram

The assessment of hypotheses is discernible through the examination of the t-statistic and probability values. In the context of hypothesis testing, the t-statistic corresponding to a significance level of 5%, denoted as α 0.05, is established at 1.960. Thus, the criterion for endorsing or refuting a hypothesis entails the acceptance of the alternative hypothesis (H_a) and the rejection of the null hypothesis (H_0) when the t-statistic surpasses the threshold of

1.960. Alternatively, the decision to accept or reject a hypothesis can be made based on the probability value, where H_a is deemed acceptable if the p-value is less than 0.05. Anchored upon the empirical data underpinning this study, the scrutiny of the proposed hypotheses is indeed feasible. The ensuing section presents the outcomes of hypothesis testing, grounded on the values of path coefficients, t-statistics, and p-values.

Table 3. Hypothesis Testing

	Relation	Path coefficient	Stdev	T Stat	P-value	Information
1	Career Adaptability → Job Crafting	0.213	0.086	2.467	0.014	Hypothesis accepted
2	Proactive Personality → Job Crafting	0.503	0.075	6.669	0.000	Hypothesis accepted
3	Career Adaptability → Work Engagement	0.123	0.081	1.521	0.129	Hypothesis rejected
4	Job Crafting → Work Engagement	0.411	0.071	5.753	0.000	Hypothesis accepted
5	Career Adaptability → Job Crafting → Work Engagement	0.087	0.041	2.148	0.032	Hypothesis accepted
6	Proactive Personality → Job Crafting → Work Engagement	0.207	0.053	3.876	0.000	Hypothesis accepted
7	Work Engagement → In-role Performance	0.520	0.059	8.858	0.000	Hypothesis accepted
8	Job Crafting → Work Engagement → In-role Performance	0.213	0.051	4.178	0.000	Hypothesis accepted
9	Career Adaptability → Job Crafting → Work Engagement → In-role Performance	0.045	0.023	1.987	0.047	Hypothesis accepted
10	Proactive Personality → Job Crafting → Work Engagement → In-role Performance	0.107	0.034	3,121	0.002	Hypothesis accepted

This research has effectively demonstrated that an individual's capacity to adapt within their career significantly and positively influences job crafting. The research outcomes underscore that the millennial generation in Indonesia showcases career adaptability through their active pursuit of novel learning experiences at work, thus augmenting their skills and competencies within the work milieu, which in turn become integral components of their job resources. These findings align harmoniously with prior research. Federici et al. (2021) conducted an antecedent study and deduced a positive correlation between career adaptability

and job crafting, indicating that a higher degree of career adaptability fosters proactive job crafting behaviors.

The tenets of Career Construction Theory, expounded by Savickas (2010), elucidate that adaptation to transitions or changes in the work environment is fostered by five principal behaviors: orientation, exploration, formation, management, and disposal. These behaviors collectively shape an adaptive cycle that iterates periodically in response to novel transitions. Furthermore, subsequent findings within this study affirm a positive association between having a proactive personality and engaging in

job crafting. This correlation aligns cohesively with the research by Bakker et al. (2012), positing that individuals exhibiting a proactive personality tend to ingeniously influence their work environment by actively altering job demands and job resources. This underscores the imperative for the millennial generation to continually innovate and implement changes in their work environment.

This study also establishes that the attainment of career adaptability proficiency is intrinsically linked to an individual's capability to effectuate changes in their job characteristics, encompassing both job demands and job resources. Failing to undertake such changes may impede employees' ability to engage with their work tasks. These findings, however, diverge from Gupta's study (2019), which found substantial evidence regarding the positive relationship between career adaptability and work engagement among liquid knowledge workers. Conversely, other research, such as that by Cotter & Fouad (2013), reveals a non-significant effect between career adaptability and work engagement. Federici et al. (2021) also underscore the necessity for further investigation to comprehensively elucidate the relationship between career adaptability and work engagement. When comparing both the direct and indirect relationships between career adaptability and work engagement, the study unveils that job crafting serves as a complete mediator in the relationship between career adaptability and work engagement.

Another noteworthy finding in this study pertains to the positive and significant mediating role of work engagement in the relationship between job crafting and in-role performance. This observation resonates with the outcomes of preceding research endeavors. Tims et al. (2013) conducted research illustrating how work engagement can operate as a mediator in the linkage between job crafting and in-role performance, both at the individual and group levels. Similar findings were reaffirmed by Shin et al. (2020), substantiating the impact of job crafting on in-role performance through the mediating influence of work engagement across

diverse geographical and cultural contexts, encompassing Asia and Western regions. Job crafting, recognized as a universally relevant work intervention strategy to attain competitive advantage amid challenging business environments, emerged as pivotal.

The implications of this study underscore that the millennial generation in Indonesia should cultivate job crafting as a mechanism to align with individual needs and aspirations, thereby augmenting their resource portfolio and consequently enhancing work engagement. Particularly within the private sector, the millennial cohort is encouraged to harness innovation, thereby engendering a heightened threshold for challenging job demands, ultimately nurturing personal growth and development.

Turning to the nexus between career adaptability and in-role performance, this study substantiates the constructive and significant serial mediating roles of job crafting and work engagement. These findings harmonize seamlessly with the research by Federici et al. (2021), grounded in the tenets of Career Construction Theory, which posits that career adaptability can stimulate elevated levels of job crafting, subsequently amplifying work engagement. This underscores the proposition that the capacity to ingeniously reconfigure tasks—embraced by the millennial generation—is fundamentally an adaptive response within the work domain, fostering heightened work engagement among those exhibiting superior adaptability.

In consonance with earlier investigations by Bakker et al. (2012), this study corroborates the notion that individuals possessing a proactive personality manifest initiative in their work endeavors, consequently exerting a more pronounced influence on their workplace performance. This predilection can be effectively realized through active modification of job designs, fostering a symbiotic engagement with their employing organizations. The research herein confirms the necessity for millennial generation employees to master the art of career adaptability, coupled with the

cultivation of a proactive personality, to enhance their performance within the organizational context. The transformative potential lies in their ability to reshape work characteristics by manipulating job resources and demands.

CONCLUSION

In conclusion, the present study aspired to enhance our comprehension of career adaptability and its connection with proactive personality in relation to in-role performance through a serial mediation model, specifically involving job crafting and work engagement. The findings underscore the significance of employees mobilizing their job demands and resources through proactive job crafting behaviors to elevate the level of work engagement. The proactive involvement of employees in shaping their job demands and resources actively contributes to fostering their own work engagement. Subsequently, this heightened work engagement emerges as a predictor of in-role performance. Moreover, our investigation underscores the pivotal role of job crafting in this context, revealing that the impact of career adaptability on work engagement and in-role performance is contingent upon the mediation effect exerted by job crafting.

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