

The Impact of Proactive Personality on Job Performance through Job Crafting: The Case of Vietcombank in Ho Chi Minh City

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Abstract

This study was conducted to measure the impact of the proactive personality to job performance through job crafting of employees at Vietcombank in Ho Chi Minh City. The study conducted a survey of 182 employees at Vietcombank transaction offices in Ho Chi Minh City. Research data was analyzed by techniques: descriptive statistics, scale reliability, EFA, CFA, and SEM. The results of the factor analysis show that the proactive personality scale consists of one component; the job crafting scale consists of three components: increasing structural job resources, increasing social job resources and increasing challenging job requirement; the job performance scale consists of one component. The results of the SEM analysis showed that the proactive personality and job crafting had a positive impact on the job performance of employees. From the results of the analysis, the study suggests some solutions that need to be focused on to motivate the proactive personality and the job crafting in order to improve the job performance of the employees at Vietcombank in Ho Chi Minh City.

Keywords: Proactive personality, Job crafting, Job performance, CFA, SEM

1. Introduction

2017 is considered as essential time for Vietcombank to take advantage of new opportunities

in integration. In which, the training and development of high quality human resources, meeting international standards and rules, contributing to improve the quality, efficiency of banking operations in the context of integration and economic globalization are one of the top priority targets. Therefore, the employees' proactive personality, through job crafting, will contribute significantly to enhance the performance of Vietcombank's employees.

According to Buss (1987), the proactive personality does not passively receive the pressures from the surrounding environment. Instead, they actively influence their environment. According to Bateman and Crant (1993), the proactive personality is defined as a relatively stable trend that affects the change of the surrounding environment, which refers to a flexible tendency to actively adapt to different situations. A person who has the proactive personality always identifies opportunities, actions, and persistence until he or she achieves a significant change (Crant, 1995). Studies have established a relationship between proactive personality and job performance (Crant, 1995), job effectiveness (Seibert et al., 1999), leadership style (Crant and Bateman, 2000; Deluga, 1998), organizational improvement (Parker, 1998), team effectiveness (Kirkman and Rosen, 1999), business relations (Becherer and Maurer, 1999; Crant, 1996).

Job Crafting is a process of change made by an employee to change his or her duty and limit his or her job (Wrzesniewski and Dutton, 2001). According to Berg et al. (2008), job crafting is a process that can be expressed at the material and /or cognitive level. Material level refers to changes made by an employee within the framework or scope of work, while the level of awareness refers to changes in employee's perceptions of their work (Bakker et al., 2012a).

According to Saetang et al. (2010), job performance plays an important role in determining the working efficiency of an organization, its success or failure is based on job performance of each individual. Therefore, managers need to create a professional working environment, motivation and a solid foundation to meet the needs of the employees so that they can maximize their self-efficacy, achieve efficiency as desired, contribute to the success of the organization.

The research question is: How does the proactive personality affect job performance through job crafting? The answer to this question is to provide some management implications for Vietcombank's managers so as to encourage the employee's proactive personality, job crafting and improve job performance.

2. Theoretical Basis and Research Model

Bakker et al. (2012b) considers the role of the proactive personality in predicting job crafting, job cohesion, and job performance. Based on the reasearch of the proactive personality and the job demands-resources model (JD-R), the researches hypothesize that employees with proactive personality will be more likely for their own job crafting, increases job cohesion and job performance. Data were collected on 95 pairs of employees (N = 190) working in different organizations. The results of the structural equation model analyzed strongly support for model and hypothesis. Employees characterized by proactive personality are more likely for their own job crafting (increasing the social and structural job resources and increasing

their job challenges); after that, the job crafting has a positive impact on job cohesion (morale, dedication and perceptions) and job performance from colleagues' assessments. These results indicate that, by extension, the employee with the proactive personality will actively adjust their working environment, they are always successful in cohesion with the organization and perform the job well.

Crant's theory on the proactive personality (2000), the proactive personality will make the convenient condition and the opportunity for the employee in his or her job. Tims and Bakker (2010) has argued that the employees with the proactive personality always strive to fit the environment based on their demands and abilities. They shape the working environment according to job demands and resources to better match their demands and abilities. Based on these theories, research suggests that employees with the proactive personality are more likely to ask for help and feedback (social job resources), and actively enrich their working environment, for example, ask for autonomy, create many skills, and provide training (structural job resources). In addition, research suggests that the employees with the proactive personality are more likely to look for challenges, for example they require more work when they feel lack of encouragement. Therefore, the study of the first hypothesis is as follows:

Hypothesis 1 (H1): The proactive personality has a positive effect on job crafting (increasing structural job resources, increasing social job resources, increasing job challenges).

The study by Tims et al. (2012) collected data for 95 pairs of employees, each of whom performed two questionnaires. First, each employee would self-evaluate and then evaluate their colleagues. Research result indicated that employees tended to restructure their job (increasing structural job resources, increasing social job resources, and increasing job challenges) had better job performance than the rest of employees.

The studies on job crafting of Wrzesniewski and Dutton, (2001) and Berg et al., (2010) predicted that the employee optimized work requirement to be challenged, and employees increase structural job resources and social job resources better than those who did not increase their job requirements and resources. Lyons (2008) confirmed that all cases of job crafting had a positive impact on the organization. Therefore, the study of the second hypothesis is as follows:

Hypothesis 2 (H2): Job crafting has a positive effect on job performance.

Thompson's study (2005) found that individuals with the proactive personality always performed well because of their personal initiative and involvement in building network. The research by Greguras and Diefendorff (2010) showed a positive, direct relationship between the proactive personality and job performance.

Daniels' study (2006) indicated that the general personality was an important predictor of job performance in an organization. The results of this study show the indirect effect of job crafting on job performance after control of the proactive factor. Further studies may test the hypothesis by using a stronger design, such as combining the questionnaire of characteristics of the proactive personality with the employee's daily work diary (Ohly et al., 2010). Thus, the study of the third hypothesis is as follows:

Hypothesis 3 (H3): The proactive personality has a positive effect on job performance.

Recommended research model:

Crant's study (1995) consisted of 131 real estate employees found that employee's the proactive personality influenced strongly job performance (number of houses sold, commission income) after control of the experience variable and other personality variables.

Thompson's study (2005) used a structural equation model to show the relationship between the proactive personality and job performance through intermediary variables was building networks and employee's creativity.

Baba et al.'s study (2009) analyzed the relationships between the proactive personality and behavioral outcomes, including organizational citizenship behavior (OCB) and performance, concurrently the research analyzed interactions between emotional exhaustion and cognitive safety. Research shows that the proactive personality predicted positively organizational citizen behavior and job performance. Emotional exhaustion and cognitive safety abstained in different direction between the proactive personality and job performance.

Bakker et al. (2012) used a structural equation model to show that employees with the proactive personality were always successful in job crafting, increasing job cohesion and job performance. This study showed that the proactive personality was an important factor influencing job performance.

Combining the above-mentioned basis, studying and proposing the following research model:

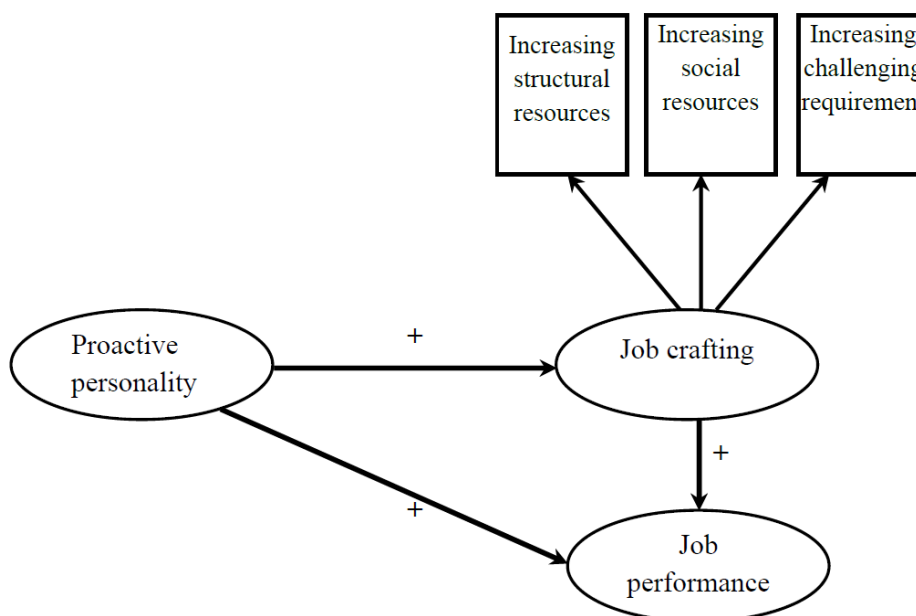


Figure 1. Recommended research model

3. Research Method and Research Data

Research uses qualitative and quantitative research method. The research data is analyzed by

the techniques: descriptive statistics, scale reliability test, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA) and Structural Equation Model (SEM). The scale is designed according to Likert 5 levels and is adjusted based on the original scales: Seibert et al.'s proactive personality scale (1999), consists of 11 observation variables; Tims et al.'s job crafting scale (2012), consists of 3 components with 17 observation variables; and Williams and Anderson's job performance scale (1991), consists of 7 observation variables.

The sample was selected by the convenient method. The study conducted the survey of full time employees at Vietcombank's transaction offices in Ho Chi Minh City. The data used in the study were collected from live interviews and questionnaires sent via e-mail. The total number of questionnaires distributed was 225, collected 202. The result was that 182 questionnaires were used to be research data, accounting for 90.1% compared to the collected questionnaires.

4. Research Result

4.1 Sample Statistic by Characteristics

In term of gender: 103 male and 79 female, accounting for 56.6% and 43.4%, respectively. In term of age: under 30 years old accounting for 37.4%, from 30 to 40 years old accounting for 46.1% and over 40 years old accounting for 16.5%. In term of job position: staff / specialist accounting for 63.2%, group leader/team leader accounting for 14.3% and Manager/Vice Manager accounting for 22.5%. In term of education level: high school education/intermediate school education accounting for 4.6%, college education accounting for 17.0%, university education accounting for 64.3% and postgraduate accounting for 14.1%. In term of seniority: less than 5 years accounting for 30.8%, from 5 to 10 years accounting for 48.4% and over 10 years accounting for 20.8%. In term of income accounting for less than 5 million accounting for 11.0%, from 5 to 10 million accounting for 45.1% and over 10 million accounting for 43.9%.

4.2 Cronbach's Alpha Analysis and Exploratory Factor Analysis

Proactive personality scale: Cronbach's alpha test results showed that the proactive personality scale's observational variables had a variable correlation coefficient greater than 0.3 and had a Cronbach's alpha reliability coefficient of $0.898 > 0.6$. Thus, these variables are used in the next EFA analysis.

The results of the first EFA analysis for the proactive personality scale, KMO coefficient result is $0.901 > 0.5$, qualified, but the CD8 variable with the factor loading in both factors of 0.667 and 0.504, respectively, the difference between two factor loading is $0.163 < 0.3$, so rejects the CD8 variable. The result of the second factor analysis of the proactive personality scale showed that one factor was extracted and no observational variables were rejected. The coefficient of KMO is 0.899, the significance level is $0.000 < 0.05$, the Corrected Item-Total Correlation is 50.839% and the factor loading of the observation variables is greater than 0.5. This result shows that the factor analysis is consistent with the survey data.

Job crafting scale: The result showed that the components of the job crafting scale had a

Cronbach's alpha coefficient greater than 0.6. However, the Corrected Item-Total Correlation of the CT5 observational variable is $0.021 < 0.3$, so the CT5 variable is rejected. After Cronbach's alpha testing, the rest of the job crafting scale was 16 observational variables with three components, with the Cronbach's alpha coefficient of each component: increasing structural job resources is 0.774, increasing social job resources is 0.842 and increasing challenging job requirement is 0.769.

The results of the first EFA analysis for the structural job scale with a KMO coefficient of 0.795 are appropriate. However, the CT4 variable has factor loading of two factors and the factor loading difference is $0.25 < 0.3$ should be rejected. Concurrently, TT2 variable has a factor loading of 0.378, which is also rejected. The results of the second EFA analysis revealed that 14 observational variables meeting the requirements of the job crafting scale were extracted in three factors: increasing structural job resources, increasing challenging job requirements, and increasing social job requirements. The KMO coefficient is 0.783, the significance level is $0.000 < 0.05$, the total variance explained is 58.873% and the factor loading of the observational variables is greater than 0.5. This result showed that the factor analysis is consistent with the survey data.

Job performance scale: The result of the analysis showed that the observational variables of the job performance scale had the Corrected Item-Total Correlation greater than 0.3 and Cronbach's Alpha reliability coefficient was $0.937 > 0.6$. Thus, these observational variables are used in the next EFA analysis.

The result of the factor analysis on the job performance scale showed that one factor was extracted and no observational variables were rejected. The KMO coefficient of 0.873 is appropriate, the significance level is $0.000 < 0.05$, the total variance explained is 69.660% and the factor loading of the observational variables is greater than 0.5. This result shows that the factor analysis is consistent with the survey data.

4.3 Confirmatory Factor Analysis (CFA)

Theoretical factors are built and hypothesized to be the unidimensional scale and verified through exploratory factor analysis. Thus, in the confirmatory factor analysis, the study examines the critical model for convergence value, discriminative value and model compatibility with market data. It means to consider the model when the reseraching variables are independently related, if the critical model is compatible with the market data, the component factor models will be also compatible with the market data. Critical models were built after two EFA exploratory factor analyses for all factors. The study rejected 8 observational variables with no convergence value and had a factor loading less than 0.5 at the first EFA analysis: CD2, CD5, CD10, CD11, CT1, TT4, XH4, KQ1. Principal components analysis used is Principal Axis Factoring with Promax non-perpendicular rotation (Table 1).

Table 1. Results of the second EFA analysis for critical model

Encode	Observational variable	Factor				
		1	2	3	4	5
KQ8	Have you completed the assigned tasks on time?	1.022				
KQ5	Do you often participate in activities that directly affect your job performance assesment?	0.997				
KQ7	Do you often fail to perform important tasks?	0.791				
KQ6	Do you often neglect the aspects of the job you are required to do?	0.780				
KQ4	Do you meet the main requirements of the job?	0.755				
KQ3	Do you perform the tasks expected of you?	0.713				
KQ2	Do you fulfill the responsibilities specified in the job description?	0.554				
CD3	Do you find nothing more interesting to see your ideas come true		0.802			
CD4	If you find something you dislike, you will change it		0.755			
CD9	You can recognize a good opportunity for a long time before others can		0.739			
CD7	You always find better ways to do the job		0.646			
CD1	You always aim for new ways to improve your life		0.636			
CD6	You are good at identifying opportunities		0.592			
XH2	You asked if your supervisor was satisfied with your job			0.767		
XH3	You take your supervisor as a model for inspiring you			0.723		
XH1	You recommend the instructor for training			0.677		
XH5	You consult your colleagues about the advice			0.619		
CT3	You assure that you have done all your best to work				0.678	
CT7	You always acquire opinions of leaders to perform a job well				0.654	
CT2	You try to learn new experiences from work				0.653	
CT6	You learn from your colleagues' experience to perform a good job				0.613	
TT3	When there is no more work to do, you see it as an opportunity to start a new project					0.716
TT1	When an interesting project is launched for implementation, you pioneeringly propose to be a member of that project					0.663
TT5	You try to make your job more challenging by understanding the relationships within the work					0.562

After running EFA for the critical model, the study conducted CFA analysis for the components of the model. The results of CFA analysis are shown in Figure 2.

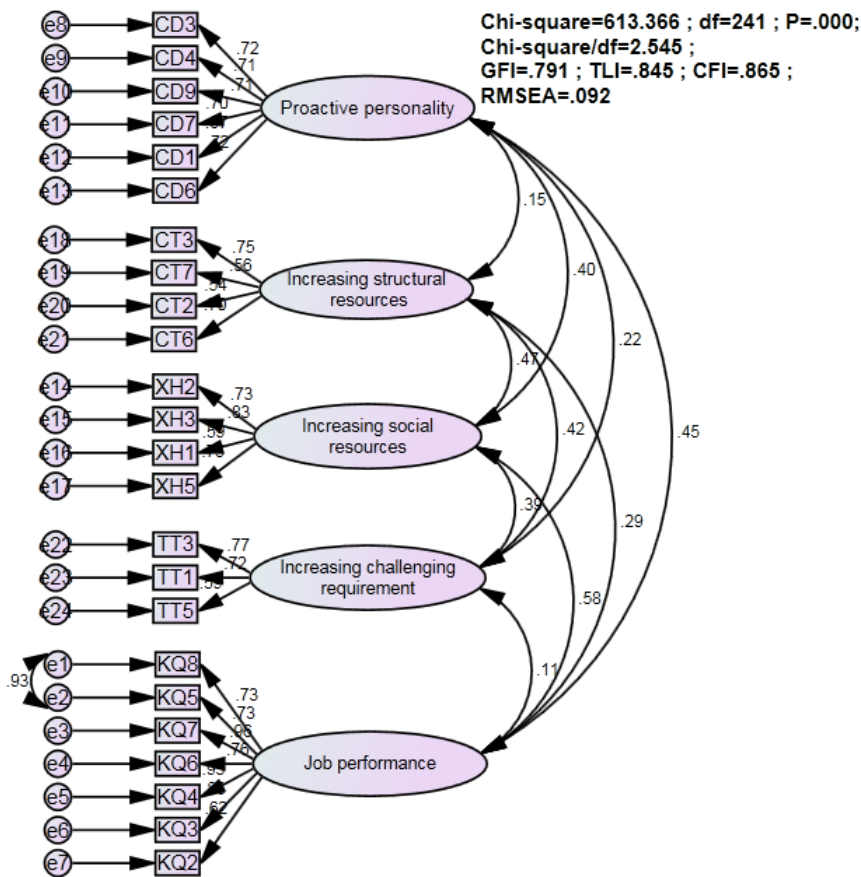


Figure 2. CFA analysis for critical model

The results of the critical model analysis after adjusting the covariance relationship between the errors of the observational variables through the Modification Indices (MI) (e1 and e2) show that Chi-square/df = 2.545 less than 3, p-value = 0.000 with statistical significance, TLI = 0.845, CFI = 0.865 is very close to 0.9, GFI = 0.791 is close to 0.8, RMSEA = 0.092 is close to 0.08, standardized weighting factor of the observational variables with latent variables are greater than 0.5. It demonstrates that the model is consistent with the market data, the research concepts taken into consideration to reach convergence value (Figure 2).

Results of covariance verification between concepts with estimated coefficient and p-value had a statistical significance (p-value < 0.1). Only the link between challenging job requirement factor and job performance are weak because the p-value is 0.229 > 0.1. Thus, most of the variables studied reach a distinguishable value (Table 2).

Table 2. Results of covariance estimate of variables

Relationship between variables			Estimate	S.E.	C.R.	P-value
Proactive personality	<-->	Social job resources	0.189	0.048	3.969	***
Proactive personality	<-->	Structural job resources	0.081	0.050	1.636	0.102
Proactive personality	<-->	Challenging job requirement	0.103	0.045	2.312	0.021
Social job resources	<-->	Challenging job requirement	0.172	0.046	3.718	***

Structural job resources	<-->	Challenging job requirement	0.208	0.054	3.824	***
Job performance	<-->	Social job resources	0.237	0.045	5.295	***
Job performance	<-->	Challenging job requirement	0.043	0.036	1.202	0.229
Job performance	<-->	Structural job resources	0.132	0.043	3.078	0.002
Job performance	<-->	Proactive personality	0.192	0.043	4.511	***
Social job resources	<-->	Structural job resources	0.236	0.055	4.306	***

4.4 Structural Equation Model Analysis

The structural equation model allows the measurement of the measurement errors through surpluses and the integration of researching concepts that are hard to measure and abstract (Hair et al., 2006; Kline, 2011). The SEM model is analyzed by partial subgroup method (Bagozzi and Edwards, 1998) by creating the observational variable packages proposed by Hall et al. (1999). An observational variable package can be defined as a variable consisting of an average of two or more other observational variables. The advantage of collecting group of observational variables is to create more reliable measurement models (Little et al., 2012). Collecting group of observational variables helps reduce the probability of incorrect model estimation, has fewer convergence times, and results in more stable solutions. Research creates observational variable packages for the concept of the proactive personality, job crafting and job performance.

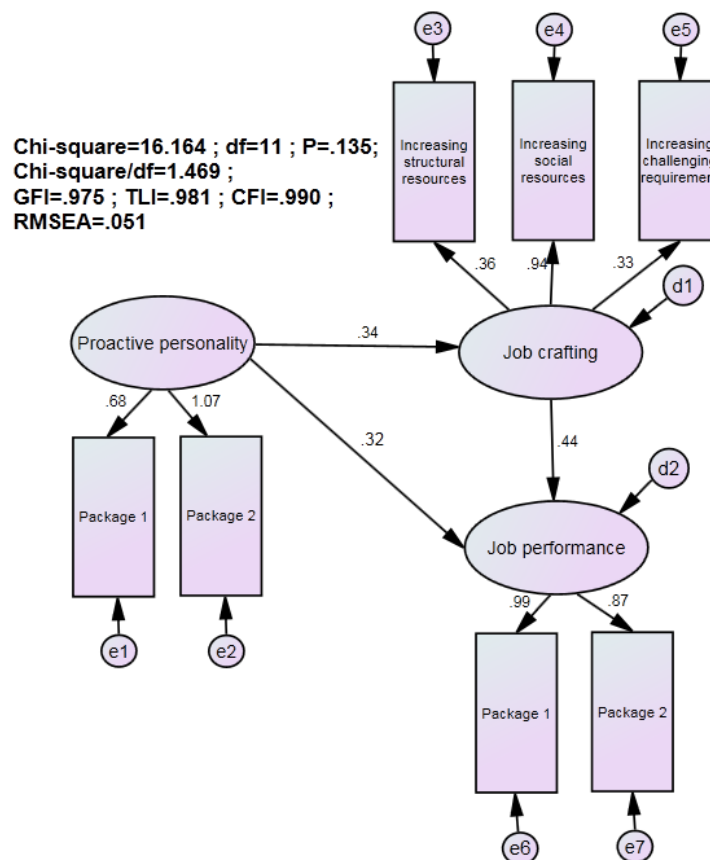


Figure 3. SEM model result

The results of the SEM analysis from the study data (Figure 3) showed that Chi-square/df = 1.469 is less than 2, GFI = 0.975 is greater than 0.9, TLI = 0.981 and CFI = 0.990 is greater than 0.9, RMSEA = 0.051 is less than 0.08. This proves that the analytical model is consistent with the market data.

Table 3. Estimated results of the cause-and-effect relationship between the concepts in the research model

Relationship between the concepts			Estimated	S.E.	C.R.	P
Job crafting	<---	Proactive personality	0.149	0.054	2.769	0.006
Job performance	<---	Proactive personality	0.435	0.098	4.452	***
Job performance	<---	Job crafting	1.354	0.373	3.628	***

The main parameter estimation results (Table 3) show that the relationship between proactivity personality, job crafting and job performance is a statistical significance ($p < 0.05$).

Based on the weighted regression results between the concepts, proactivity personality strongly influenced with the same direction of job crafting with a weight of 0.34. Thus, the hypothesis 1 (H1) is accepted: proactivity personality has a positive effect on job crafting (increasing structural job resources, increasing social job resources, increasing job challenges).

The results show that the components of job crafting have a positive effect on job performance with a weight of 0.44. Thus, the hypothesis 2 (H2) is accepted: job crafting (increasing structural job resources, increasing social job resources, increasing challenging job requirements) has a positive effect on job performance.

At the same time, the results show that the proactivity personality positively influences the job performance with a coefficient of 0.32. Therefore, proactivity directly affects the performance of employees. Thus, hypothesis 3 (H3) is accepted: proactivity personality has a positive effect on job performance.

From the positive impact of proactivity personality on job crafting and the positive impact of job crafting on job performance. Thus, it can be assured that proactivity personality has a positive impact indirectly on job performance through job crafting.

4.5 Analysis from Research Results

First, the research results provided an evidence to reinforce the hypothesis on proactivity personality of the employee has a positive impact on job crafting and job performance. Individuals with proactivity personality tend to change their surrounding environment deliberately (Buss, 1987). They identify opportunities, actions and persistence until significant changes occur (Crant, 1995). This research extends previous researches by pointing out that individuals with proactivity personality almost tend to change their working environment proactively by transforming their job resources and job requirements. This is also true to Crant's study (2000) showing that proactivity personality has a positive impact on job performance of the employee because individuals create proactively more opportunities

to achieve efficiency. Job crafting has a direct impact on job performance because employees change their working environment while appropriately adjusting job resources and job requirements in line with ability and their own requirements (Tim and Bakker, 2010). A suitable human-environmental theory has confirmed that employees leave the organization when on the one hand there is no compatibility of their demands and abilities, on the other hand, there is no compatibility of organization's requirements and resources. (Edwards, 2008; Schneider et al., 1997). This research shows that if employees cannot or do not want to leave the organization, they can perform job crafting as a way to find convergence between human and the working environment. Research results show that proactivity personality influencing job performance through job crafting is similar to that of Daniel (2006). Daniel's research (2006) shows that general personality is the most important predictor of organization's job performance. Individuals with proactivity personality do not really have a good job performance unless they are associated with job crafting.

Second, the research results show the relationship between the components of job crafting and job performance. This research shows that employees optimize work requirements for them to be more challenging, and those who increase their structural job resources and social job resources have better job performance than those who do not. The theory of job crafting has been very cautious about the research results of job crafting that affect job performance. As Wrzesniewski and Dutton (2001) confirms that job crafting is not necessarily aligned with organization's goals. However, Lyons (2008) points out that all the examples used to describe job crafting also have a positive impact on the organization. This study also supports the positive correlation between job crafting behavior and job performance.

Third, the research results show that proactive personality is an important predictor of job performance. This shows that the choice of individuals with proactive personality can be the useful human resource strategy for managers seeking to improve their job performance. However, the study agrees with Fuller et al. (2010) that optimized performance is not the only option for individuals with proactive personality, but also a matter of assigning the individuals the tasks they feel they have the discretion to determine how they perform their job. At the level of managing organization, the leader should create a good working environment that encourages employees to participate in the work (Bakker et al., 2011). A working environment supports and challenges the employees and concurrently meets the demands of making employees more willing to invest their time and energy at the workplace. Starting from the job demands-resources model (JD-R), the organization can create personal resources and employee's job (Bakker and Demerouti, 2008). For example, providing labor has the opportunity to develop their skills and abilities, and can increase their involvement because they can develop themselves at work and can join in new challenging task.

5. Conclusion and Proposal

5.1 Conclusion

Research results provide evidence for the ability of proactive personality to positively influence the job performance in a direct and indirect way. This is also true of theory on proactive personality of Buss (1987), Crant (1995), Bakker et al. (2012). This study also

shows the positive relationship between job crafting and job performance. Employees who increase their structural job resources, and social job resources have a better job performance than those who do not increase their job requirements and job resources. Structural job resources encourage job cohesion that has a positive impact on organization's job performance. Hence, increasing job resources will lead to increasing individual's outcomes, such as job satisfaction and job performance. In terms of the increase in social job resources mention social support, supervisory training, and feedback from managers and colleagues, the increase in social job resources have a greater impact on the social job aspect and achieve the satisfaction level of interaction.

5.2 Proposal

This study suggests some of the management implication proposals for administrator to the employees in the banking and finance sector in general and at Vietcombank in Ho Chi Minh City in particular. The research provides ideas for selecting and recruiting human resources, maintaining a working environment, and managing job performance.

First, the study proposes that the search, selection, and recruitment of employee with proactive personality bring a lot of benefits. A person with proactive personality always has the sense of their optimal job crafting. They always seek a way to increase the structural job resources and challenging job requirements. They perform a good job and take part in job with all their resources. This has a positive impact on the organization's performance and positive environment. For example, employers need to design recruitment that focuses on assessing the candidate's proactive personality, ready to change to adapt to the working environment.

Second, maintaining the organization's working environment in a way that encourages proactive personality and job crafting is likely to have positive effects. Employees working in the organization's positive environment tend to increase social job resources, improve and maintain good relationships with colleagues, thereby contributing to improve the organization's job performance. For example, managers need to empower employees more in decision-making, listening and encouraging employees to contribute new ideas, creating opportunities for employees to develop their vocational and specialized skills.

Third, in the term of an organization's performance management, the administrator should not only focus on creating a positive working environment, but also focus on reducing the overloading work requirement for employees. This helps to balance the work requirements and resources for performing the employee's job. For example, administrator needs to rely on the ability of their employees to assign appropriate tasks, and each task requires a specific and appropriate job description and job standard.

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