

## **THE EFFECTS OF JOB CRAFTING ON EMPLOYEE RETENTION: THE MEDIATING ROLE OF PROACTIVE PERSONALITY**

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**ABSTRACT:** *This study attempts to explore how job crafting affects the employee retention and whether this relationship is mediated by proactive personality of employees. Three types of job crafting such as task, relational and cognitive crafting have been selected as independent variables, proactive personality as mediating and employee retention as dependent variable. This study was conducted on 405 employees from Bangladesh and primary data has been collected through a structured questionnaire. Descriptive statistics, bivariate correlation and multiple regression analysis have been conducted to know the interplay among these variables. The study found that task, relational crafting and proactive personality has significant influence on employee retention. Conversely, cognitive job crafting reveals negative relation to employee retention. Moreover, creating meaningful scope of work and relational environment with others at workplace are the mostly preferred factors came out from this survey than the cognitive work behaviour.*

**KEYWORDS:** job crafting, employee retention, proactive personality.

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### **INTRODUCTION**

The highly volatile digitally undergoing transformed business organizations are frequently facing distress by disengaged employees and also ever going challenges of skilled and talent employee retention (Bhens, Lau & Sarrazin, 2016). To keep path with the knowledge-based economy, organizations are now giving more emphasis on retaining their talents and the sustainable development of their existing employees (Mou, 2013; Charity, 2016). But employee retention is interrelated with employee's job satisfaction with extrinsic, intrinsic rewards, mitigating of their values and make them feel privileged (Berg, Grant & Johnson, 2010). Despite of employees could not keep pace with the fierce competition on behalf of company until they feel engaged, valuable and happy with their job (Gallaughier, 2016). As a result, such employees are not intended to stay at the work for long (Deloitte, 2016). One of the effective ways through which the employees can get engaged themselves with crafting of work that is simply by changing their job role, meaning of the work, relationship with others excel the functions in more aligned with strengths, motives, and passions (Wrzesniewski, Berg & Dutton, 2010).

Job crafting can be defined as taking proactive actions such as changing tasks, relationships, and cognitive perceptions to redesign the work (Berg, Dutton & Wrzesniewski, 2007). It has direct link with the high performance (Caldwell & O'Reilly, 1990), and even with employee engagement (Halbesleben, 2010; Dubbelt, Demerouti, & Rispens, 2019). Likewise, it is linked with both employees and

management where proactive personalized employees can give their best efforts to make the job more meaningful and management can boost the productivity level through them (Wrzesniewski & Dutton, 2001). Moreover, it enables the employees to shape their own working environment in more convenient manner with job fit (Tims & Bakker, 2010). In addition to job crafting is synonymous to proactive behaviour which employees use when they realize that changes are necessary for their job (Petrou, Demerouti, Peeters, Schaufeli, & Hetland, 2012). More specifically, an individual can use three types of job crafting according to their working paradigm such as changing the meaning of their work or adjusting to the work, building a collaborative working relation with co-workers and changing the perception of work with more cognitive behaviours (Berg, Dutton & Wrzesniewski, 2013).

Due to the technological advancement in business environment, employers require the proactive employees who can contribute to the organizational success with creative, adaptable and innovative thought to compete to the challenging market (Singh & Singh, 2016). In true sense, that scenery is not so different in Bangladesh whereas employee retention should be the top priority for any organizations, big or small. But the reality says most of the organizations of those are small having resource limitations are backward to maintain the employee retention policy than the larger organizations Bolander, Werr, and Asplund, (2017). But dynamic transformation of organization may take place with the hands of these creative people. It is also true that sometimes it gets very challenging to retain all the highly demanded talent and skilled employees for long due to their high financial incentive requirement (Talaulicar, Grundei, & Werder, 2005). Therefore, sometimes job crafting and work freedom work best for employee retention.

At first, this study presents the background of the research topic with relevant references. Secondly, the literature review will narrate the concepts of job crafting, employee retention and the mediating role of proactive personality along a theoretical framework with relevant theories. Subsequently, the discussion will be carried on throughout the methodology and analytical procedures with some proven assessment tools. Finally, the discussion will cover the elaborative interpretation on analytical results and the possibility of implementation of study outcomes.

## **LITERATURE REVIEW**

Job crafting requires the creative employees who can reform their works in such a way that could be beneficial for the company and ensuring the sustainability of employees by work flexibility and self-satisfaction (Wrzesniewski & Dutton et al., 2001; Singh & Singh et al., 2016). If the organization fails to retain their employees, they will lose the knowledge workers, bear high costs and work disruptions. Again, the loss of skilled and knowledge workers may cause the population aging, economic migration, globalization, entrepreneurial practices such as outsourcing and even the educational systems will not be able to prepare the workforce well (Allen, Bryant, Vardaman, 2010). So that employee retention is very crucial for all organization which is one of the main bases behind expected success (Ndwani, 2015).

However, literature categorized job crafting into three dimensions; task, relational, and cognitive crafting from the study of Wrzesniewski & Dutton et al., (2001) and it follows the job crafting model introduced by (Bakker, Tims and Derks et al., 2012). In this regard, this study has selected three independent variables of job crafting, employee retention as dependent variable and proactive personality (Bakker, Tims and Derks et al., 2012) as mediating variable.

This study focuses on the effects of job crafting on employee retention (Bakker, Tims & Derks, 2012) and the mediating role of proactive personality between them. The proactive personality has been selected as mediating variable because employees who feel dignity, privileged and sense of self-esteem, they want to stay long for the company. Thus, previous several literatures worked on the job crafting model and its effect on employee attraction, performance and employee retention. To the best of the author's knowledge, there is no research linking job crafting to employee retention and the mediating role of proactive personality of employees. This is because the proactive personality enhances the creativity of employees which may influence the employee dignity (Li, Liang, & Crant, 2010; Pan, Liu, & Qu, 2018). To know the interplay among variables, the following hypotheses are developed in this literature review:

### **Job Crafting and Employee Retention**

Job crafting enables the employees to bring positive changes in the workplace that may induce employee retention with several outcomes such as employee morale, commitment, work engagement, employability, and performance (Berg, Dutton & Wrzesniewski et al. 2013). The sustainable employee retention policy directly influences the business performance in today's competitive market (Allen, Bryant, Vardaman, et al., 2010). In addition, the meaningful job, feeling dignity and valuable at workplace, innovative practice at work are expected by every employee now at society (Berg, Grant, & Johnson et al, 2010). To encourage the employees' spirit to stay at work, the financial incentives works best for employee retention (Van Weele, van Rijnsoever, Eveleens, Steinz, van Stijn, Groen, 2016). However, job crafting may lead to improved employee engagement (Berg, Dutton & Wrzesniewski et al., 2013) which is connected to employee retention (Frank, Finnegan, & Taylor, 2004). Thus, it provides the desired growth in the career path of employees (Wrzesniewski & Dutton et al, 2001).

Three types of job crafting can be defined as: task crafting, relational crafting, and cognitive crafting. The task crafting means when an employee changes the responsibilities and physical layout of work of adjusting the daily works. Then, relational crafting is when an employee interacts with others at work like peer, colleagues, superiors, and subordinates to perform their job efficiently. Finally, cognitive crafting indicates that employee redesigns the works by cognitive behaviours. People may undergo multiple types of job crafting at a time and bring changes of small or big as their wishes (Wrzesniewski & Dutton et al, 2001; Berg, Dutton & Wrzesniewski et al., 2013).

**Task Crafting**

Task crafting is one of the common topics being discussed in job crafting as the ability to be independent at work, choose the preferred project work, feel free to ask questions, trust on colleagues and freely communicate with others which helps in employee retention. It also refers to adding or deducting responsibilities from the official job description (Berg, Tims & Derks et al., 2013). For instance, a university teacher may take it upon themselves to not just doing class work at the room but to groom the students with industrial tour or field visit that enhance the life learning for them. Additionally, challenge facing should be one of the required components at the workplace which is acknowledged by most of the respondents. Besides, the ability to choose the desired work and doing something new and different whether by employees or by the suggestions of supervisors is valuable factor of task crafting which ensures the employee retention.

Hypothesis 1a: Task crafting has positive relationship with employee retention.

**Relationship Crafting**

Relationship crafting means changing existing work paradigm communicating and engaging with others on a regular basis (Berg, Tims & Derks et al., 2013). It is essential to work in collaboration with people who work in other roles, other departments and other level of experiences. Thus, it soothes the pathways with different communication channels with different parts of the company, different value offerings and different opportunities to learn for employees. Moreover, relational network helps to create the resourceful work environment which facilitate the desired goal achievement with task compilation (Bakker, Tims and Derks et al., 2012)

However, the employees are generally less adaptive and very effective in performing their daily responsibilities with changes (Bakker, Demerouti & Sanz-Vergel et al., 2014). Most of the respondents of this study have acknowledge that relational job crafting has very influencing relationship with employee retention. Thus, the following hypothesis has been developed to identify the relationship:

Hypothesis 1b: Relational crafting has positive relationship with employee retention.

**Cognitive Crafting**

In cognitive crafting, it is seen that how people change their mind sets about the work (Tims & Bakker et al., 2010). It also refers to the changing the perspectives of work what actually to do at the daily schedule. Rofcanin, Bakker, Berber, Gölgeci, & Heras, (2018) added that job crafting has the influence on the employee retention. Besides, employees may change the design of their job by choosing job tasks meaning and negotiating the job contents (Parker and Ohly, 2008). Again, the redesigning of one's job is required for diminishing the resource lacking aspects of the job (Zhang, & Parker, 2019). Also, it includes the physical as well as cognitive changes can be happened by making their task or relational boundaries where relational changes may take as the form, scope or number of job relationships at work and changing in such a way that how one perceives his/her job (Berg, Wrzesniewski, and Dutton et al., 2010). On the contrary, frequently it can be seen that the reason behind the poor performing people

are wrong approaches of job crafting and faces the rough timing because there is positive relationship between approaches of job crafting and work attachment (Wang, Demerouti, Blanc, & Lu, (2018). The following hypothesis may help to show the effect of cognitive crafting on employee retention:

Hypothesis 1c: Cognitive crafting has positive relationship with employee retention.

### **Job Crafting and Proactive Personality**

Several researches have been done to investigate the effect of proactive personality on job-crafting behaviours. One of the studies conducted by Bakker et al. (2012) found that there is a positive connection between job crafting and proactive personality of employees. Cheng, Chen, Teng, & Yen, (2016); Tsaur & Teng, (2017) shows in their study that job crafting is relatively a critical topic specifically for the tourism industry due to the frequent receiving of variant demands of customers and there is the need of relational crafting to maintain regular contract to them. Plomp, Tims, Akkermans, Khapova, Jansen, & Bakker, (2016) also investigated the link between proactive personality and job crafting from the context of academic, finance, and business. Yen, Tsaur, & Tsai, (2018) and Tims, (2012) adopted and proposed different job-crafting behaviours of tour leaders which have relations with job demand and proactive personality. They also emphasized on the more changing of proactive behaviours in work by altering the nature or extent of the relationship with stakeholders. There is another issue focused by McCormick, Guay, Colbert, & Stewart (2019) that organizations sometimes get precluded for selecting and hiring suitable employees with proactive personality which should be led by the transformational leaders.

Moreover, proactivity personality is essential as the phenomenon in which individual employee can exhibit his/her innovative work behaviour and actions to take control of and changes in the life situation (Grant and Ashford, 2008; Parker, Bindl & Strauss, 2010). It includes the traits of being self-initiating, change-oriented, and future-focused which lead to the improvement of individual's status quo (Parker, Bindl & Strauss et al., 2010). Eventually, it is acknowledged by different scholars through their research such as (Bindl and Parker, 2011; Erdogan and Bauer, 2005; Fuller, 2010 and Li, 2010) that proactive personality has close interaction with job crafting which enhances the career growth of employees and bring desired success. Consistent to this, the following hypotheses have been developed:

Hypothesis 2a: Task crafting has positive relationship with proactive personality.

Hypothesis 2b: Relational crafting has positive relationship with proactive personality.

Hypothesis 2c: Cognitive crafting has positive relationship with proactive personality.

### **Proactive Personality and Employee Retention**

Due to the increasing demand, every organization what to retain the proactive behaviour-oriented employees as the employer expect that proactive employees can fix things that they see as wrong (Erdogan & Bauer et al., 2005). They may contribute by taking initiatives for improving business. The absence of proactive behaviour may happen of staying backward, letting others to do things happen and hoping for passive changes.

The survival of the organization is becoming tough in a competitive environment due to the increasing of turnover intention of employees and it is highly essential for retaining committed employees in organizations (Singh, 2019). Moreover, proactive employees are the asset for an organization which lead the incremental growth of the organization. The proactive managers need to spread the concern of understanding the factors affecting proactive employee retention. In this study, the proactive personality and employee retention have been selected to understand the interplay between them and the following hypothesis is shown below:

Hypothesis 3: Proactive personality has positive effect on employee retention.

### **The Mediating Role of Proactive Personality**

In the ongoing changing business environment and fierce competition, organizations highly recommend the retention of competitive employees where employees need to be proactive (Fuller and Marler, 2009). People with high proactive personality traits are more likely to take personal initiative to bring change at their workplace. They usually intended to explore work paradigm in new look, responding to work elements, searching of required information, exploring surrounded environment incorporating potential opportunities (Bateman and Crant, 1993; Crant, 2000; and Thomas, Whitman & Viswesvaran, 2010). Thomas, Whitman & Viswesvaran et al. (2010) pointed that proactive employees can reshape the work environment with proactive behaviour and feel involved with organizational surroundings. Several past studies show that proactive personality has significant correlation with affective organizational commitment, emotional attachment and organizational involvement (Meyer, Allen, & Gellatly, 1990; Chan, Yen & Tsai, 2014 and Fuller and Marler et al., 2009). Also, it interacts with positive effect on transformational leadership (Dikkers, Jansen, de Lange, Vinkenburg, & Kooij, 2010; Ghorbannejad and Esakhani, 2016; Hakanen, Perhoniemi, & Toppinen-Tanner, 2008). Thus, it contributes to the career growth for employees and it is closely related to subjective career success, overall job performance and motivation to ensure the mobility and adaptability (Fuller and Marler et al, 2009). Moreover, it is revealed by the meta-analysis conducted by Thomas, Whitman & Viswesvaran et al. (2010) that proactive personality has strong correlation with job performance, affective organizational commitment, work satisfaction and social networking. In this regard, the following hypothesis has been built up to prove the mediating role of proactive personality with other variables:

Hypothesis 4: Proactive personality plays a mediating role between job crafting and employee retention.

The theoretical framework for this study is shown in Figure 1.

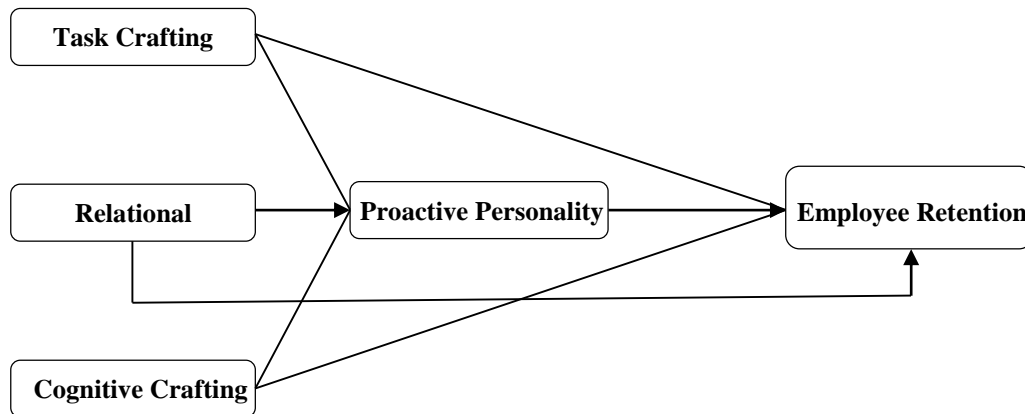


Figure 1. Proposed Model.

## METHODOLOGY

This study is both descriptive and quantitative as its aim to investigate the relationship between dependent and independent variables, analyzing how they interplay to each other. In this regard, the hypotheses have been developed to examine the perception of respondents and further processes have been carried out through the followings:

### Sampling and Data Collection

The primary data have been collected from top, mid and functional levels of management both from production and service sectors of Bangladesh. The survey was carried out from September 2019 to March 2020. Total 500 questionnaires were distributed and 438 responses were gathered and 405 have been considered for analysis with a successful response rate of 81%. The responses have been collected through email and social media with the simple random sampling technique. The research components for this study have been selected from the job crafting model developed by Bakker, Tims and Derks et al., (2012); three types of job crafting; task crafting, relational crafting and cognitive crafting (Wrzesniewski & Dutton et al., 2001; Tims & Bakker et al., 2010); the employee retention (Allen, Bryant, Vardaman, et al., 2010) as the dependent variable where proactive personality ((Frank, Finnegan, & Taylor, 2004; Wrzesniewski & Dutton et al, 2001) plays mediating role among them.

A structured questionnaire has been prepared and distributed to collect the primary data in a disciplined way using the dimensions by Pritchard, Propper, & Christman, (2013) and five point likert measurement scale has been used. All the respondents were asked to answer all the items by using self-reported perceptions. The questionnaire content is divided into several sub-sections according to the research instruments. The first section includes the demographic information of respondents such as gender, age, education, job sector, job position and job experience. Second section includes the types of job crafting; task crafting, relational crafting and cognitive crafting as independent variables where all variables hold four individual items. The third section presents the

mediating variable proactive personality including individual five items. Thus, forth section holds the dependent variable employee retention also includes five items to know the respondents' perceptions.

### **Questionnaire Variable Design**

**Job Crafting:** The scale of job crafting was developed by 15 items of Slemp and Vella-Brodick (2014) including three dimensions measured by four items each. The first item Task crafting was measured as "Changing the scope of typical daily work into more effective ways"; second, Relational crafting as "Trying to build up relationship with superiors, colleagues and subordinates at work" and then third is Cognitive crafting is shown as "Reimagining the meaning of job and way of interpretation". The Cronbach's alpha value have been found out to judge the internal consistency among task, relational and cognitive job crafting types which are 0.710, 0.734 and 0.702 consecutively which are higher than the threshold alpha ( $\alpha$ ) value of 0.7 (Hair, Sarstedt, Ringle, and Mena, 2012).

**Proactive Personality:** The scale of proactive personality has been developed by Claes, Beheydt & Lemmens (2005) including five items to know the employees' perceptions and the Cronbach Alpha value of the scale was 0.726.

**Employee Retention:** The scale of employee retention was developed by George (2015) composing total 19 items for effective retention. Here total five items have been used to measure employee retention and Cronbach Alpha value is 0.742.

### **Data Processing**

The data have been analysed with Statistical Package for Social Science (SPSS) tool (version 22) and the data quality metrics was calculated through Cronbach's Alpha. The standard internal consistency of data has been clarified by the coefficient ( $\alpha=.722$ ). Therefore, data screening was conducted by descriptive statistics to find out mean and standard deviation in a summarized and significant form (Jaggi, 2012). Besides, Pearson correlation analysis shows the interplay among different job crafting, proactive personality and employee retention. Moreover, multiple regression analysis has been conducted to analyse quantitative data for evaluating dependency level among dependent and independent variables.

## **DATA ANALYSIS AND FINDINGS**

### **Demographic Findings**

The employees from different production and service sectors participated in this survey. The total demographic responses have been shown in the Table 2. Majority of the respondents are male with 72.3% and female with 27.7%. The age group  $\leq 30$  years was very active to respond due to the online survey and they are frequently convenient with this media along 34%. The maximum response came from the graduated and post graduated employees with 33% and 38% consecutively. Indeed, service sector is dominating the survey feedback by 59% with mid-level employees of 41%. Although it was an online survey, unfortunately the senior and experienced employees couldn't be found accessed with online. That's why their participation is very minor in this study.



Table 1. Demographic Statistics of Research Respondents

Variables		Frequency	%	Variables		Frequency	%
Gender	Male	293	72.3%	Job Sector	Production	167	41%
	Female	112	27.7%		Service	243	59%
Total		405	100%	Total		405	100%
Age	≤ 30 years	138	34%	Job Position	Entry Level	154	38%
	31-35 years	119	29.45%		Mid-Level	168	41%
	36-40 years	78	19%		Top-Level	83	21%
	41-45 years	43	11%	Total		405	100%
	≥ 46 years	27	6.6%				
Total		405	100%	Job Experience	≤ 10 years	135	33.4%
					11-20 years	112	27.6%
Education	Under Graduation	68	17%		21-30 years	97	24%
	Graduation	137	33%		31-40 years	39	9.6%
	Post-Graduation	153	38%		41-50 years	22	5.4%
	Vocational	47	12%		≥ 51 years	0	0%
Total		405	100%	Total		405	100%

Source: Survey data (2020)

### Descriptive Statistics and Correlation Matrix

The descriptive statistics and most of the correlation matrix results have been found statistically significant at  $\alpha = 0.01$  level. The mean range of descriptive statistics from 3.3160 to 4.5185 correlation matrix range 0.774 to 0.009.

Table 2. The Descriptive Statistics and Correlation Matrix of Studied Constructs

Constants	Mean	Standard Deviation	1	2	3	4	5
1. Task Crafting	3.3160	.81491	1				
2. Relational Crafting	4.5185	.43027	.154**	1			
3. Cognitive Crafting	3.4889	.79715	.133**	.843**	1		
4. Proactive Personality	3.5556	.83745	.162**	.063	.082	1	
5. Employee Retention	3.9605	.31216	.009	.697**	.774**	.045	1

Source: Survey data (2020)

The correlation result indicates that maximum independent variables have significant relationship with employee retention. The most significant result can be found in between cognitive job crafting and employee retention with  $r = 0.774$  and  $P\text{-Value} = 0.000$  ( $P < 0.001$ ). Also, it can be said that 59.91% ( $0.774^2$ ) of the variation in cognitive job crafting may positively influence the retention of employees. Likewise, relational crafting has significant relation with employee retention indicating ( $p = .000$ ,  $r = .697$  or 48.58%) but task crafting is insignificant with ( $p = .000$ ,  $r = .009$ ). Moreover, the mediating factor proactive personality is also insignificant with ( $p = .000$ ,  $r = .045$  or 2%).

### Regression Analysis

In the Linear Regression Model, employee retention has been regressed by all independent variables task crafting, relational crafting, cognitive crafting and mediating factor proactive personality with 5% level of significance.

Table 3. The Regression Beta Coefficient

Independent variables	B	S.E.	Beta	t-value	Sig.	R <sup>2</sup>	R <sup>2</sup> Change
Model 1 F=135.055					.000 <sup>b</sup>	.503	.499
Task Crafting	.041	.012	.116	3.254	.001		
Relational Crafting	.508	.025	.717	20.100	.000		
Cognitive Crafting	.021	.014	.054	1.521	.129		
Model 2 F= 103.569					.000 <sup>b</sup>	.509	.504
Task Crafting	.037	.013	.107	2.984	.037		
Relational Crafting	.510	.025	.719	20.193	.000		
Cognitive Crafting	.015	.014	.039	1.065	.287		
Proactive personality	.025	.013	.070	1.977	.049		

a. Dependent Variable: Employee Retention

Source: Survey data (2020)

Table-3 represents the regression coefficient of Model 1 and Model 2. Model 1 is significant with  $R^2 = .503$  and adjusted  $R^2 = .499$  and F-test value is 135.055. The results indicate that coefficient of determination  $R^2 = 0.503$  and adjusted  $R^2 = 0.499$  which shows that 50.3% and 49.9% of variation in the level of employee retention is explained by all independent variables. The regression Model 1 is valid with significance value of 0.000. Here, the regression coefficient for task crafting ( $\beta_1$ ) = 0.116 or 11.6% which implies that one percent increase in task crafting will ensure 11.6% increase in employee retention if other variables are kept controlled. The T-test value is 3.254 which is more than 1.96 and significant at 0.001 which is less than 0.005 along with positive relationship and valid regression model. Similarly, the relational crafting ( $\beta_2$ ) = 0.717 or 71.7% which implies that one percent increase in relational crafting will ensure 71.7% increase in employee retention if other variables are kept controlled. Here, T-test value is 20.100 which is quite higher than 1.96 and significant at 0.000. On the contrary, the cognitive crafting ( $\beta_3$ ) = 0.054 or 5.4% which implies negative relationship that one percent increase in cognitive crafting will ensure 5.4% decrease in employee retention if other variables are kept controlled. Here, T-test value is 1.521 which is less than 1.96 and insignificant at 0.129 (Hair, Sarstedt, Ringle, and Mena et al., 2012).

Moreover, the regression Model 2 is valid with significance value of 0.000 with the coefficient of determination  $R^2 = 0.509$  and adjusted  $R^2 = 0.504$  which shows that 50.9% and 50.4% of variation in the level of employee retention is explained by all independent variables. It is conducted to know how proactive personality mediates the other variables. Here, the coefficient for task crafting ( $\beta_1$ ) = 0.107 or 10.7% which implies that one percent increase in task crafting will ensure 10.7% increase in employee retention if other variables are kept controlled. The T-test value is 2.984 which is more than 1.96 and insignificant at 0.037 which is less than 0.005 along with positive relationship and valid regression model. Similarly, the relational crafting ( $\beta_2$ ) = 0.719 or 71.9% which implies that one percent increase in relational crafting will ensure 71.9% increase in employee retention if other variables are kept controlled. Here, T-test value is 20.193 which is quite higher than 1.96 and significant at 0.000. Besides, the cognitive crafting ( $\beta_3$ ) = 0.039 or 3.9% which implies that one percent increase in cognitive crafting will ensure 3.9% decrease in employee retention if other variables are kept controlled. Here, T-test value is 1.065 which is less than 1.96 and insignificant at 0.287. On the contrary, the proactive personality has positive relationship with employee retention ( $\beta_4$ ) = 0.070 or 7% which implies that one percent increase in relational crafting will ensure 7% increase in employee retention if other variables are kept controlled. Here, T-test value is 1.977 which is more than 1.96 but insignificant at 0.049. (Hair, Sarstedt, Ringle, and Mena et al., 2012).

### Results of Hypotheses Testing

On the basis of regression analysis result, Figure 2 presents the ground of acceptance and rejection of hypotheses with interpretation.

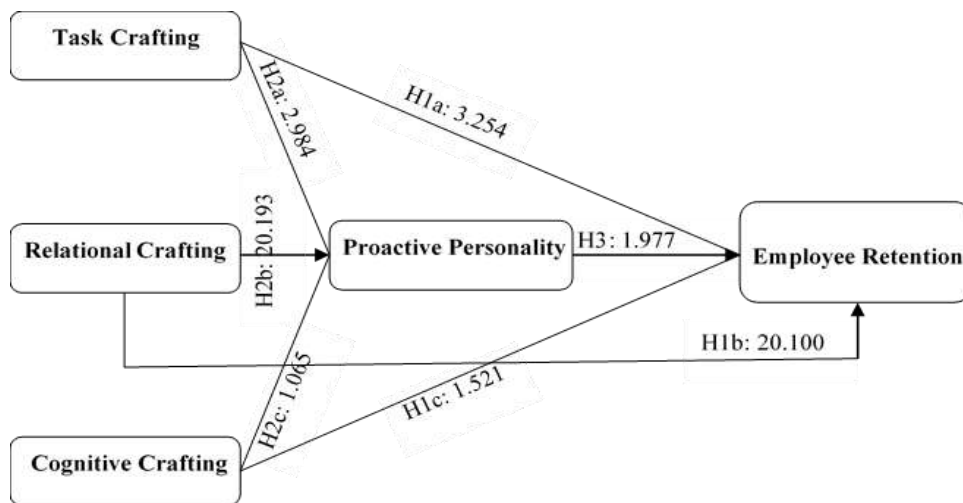


Figure 2. Results of Hypothesis

Hypotheses proposed from the relationship between job crafting and employee retention shows mixed relationship results such as task crafting has positive relationship with employee retention H1a ( $\beta = .116$ ,  $t < 3.254$ ,  $p < .001$ ) which is accepted. The T-test value should be higher than 1.96 and P-value less than 0.005 (Hair, Sarstedt, Ringle, and Mena et al, 2012). Similarly, relational crafting has also very significant as well as positive relationship with employee retention H1b ( $\beta = .717$ ,  $t < 20.100$ ,  $p < .000$ ) which is also accepted. But cognitive crafting shows that it has negative and insignificant relationship with employee retention H1c ( $\beta = .054$ ,  $t < 1.521$ ,  $p < .129$ ) which is rejected.

Subsequently, the hypotheses come from the relationship between job crafting and proactive personality presents that task crafting has positive relationship with proactive personality H2a ( $\beta = .107$ ,  $t < 2.984$ ,  $p < .037$ ) which is accepted. Likewise, relational crafting has very positive relationship as well as significant with proactive personality H2b ( $\beta = .719$ ,  $t < 20.193$ ,  $p < .000$ ) which is also accepted. In contrast, cognitive crafting has negative and insignificant relationship with proactive personality H2c ( $\beta = .039$ ,  $t < 1.065$ ,  $p < .287$ ) which is rejected.

Moreover, hypothesis 3 presents that the growing concern about the proactive personality among employees has influence on the intention to be retained in the organization. The respondents of this study support that proactive employees bring the meaningful changes in the workplace and enhance the well-being for all (Crant, 2000) with H3 ( $\beta = .070$ ,  $t < 1.977$ ,  $p < .049$ ) which indicates positive relationship with employee retention and this hypothesis is accepted. Even the employees' perception toward H4 is that proactive personality plays an influential mediating role in between job crafting and employee retention.

## DISCUSSION

The study found that the job crafting has influence on the employee retention to the organization and the mediating role of proactive personality of employees. In fact, job crafting is the consideration of proactive work behaviour that actually employees use to make adjustment to their workplace according to their needs, skills and preferences (Petrou, Demerouti, & Schaufeli, 2015; Tims, Bakker, & Derks, 2013). Recently is has been studied that job crafting indicates the physical and cognitive changes to an individual that is generated for their task and relational boundaries (Bakker, Demerouti & Sanz-Vergel, 2014). Additionally, proactive personality with personal initiative taking is essential to modify the task in job crafting (Tims, Bakker & Derks et al., 2012). Basically, job crafting is associated with several dimensions such as individual differences, job characteristics, and work outcomes. Among them, this study is aimed to focus on the relationships for overall job crafting with employee retention and the influencing role of proactive personality of employees. Because the proactive behaviour of employees enhances the capability as well as self-confidence to bring the new meaning of work by redesigning into a more effective paradigm.

Today's organizations are giving more emphasis on the retention of existing talented and skilled employees because turnover can't bring suitable growth for any organization. Actually, it is not for today's concern rather has been practiced over long. Keeping phase to this, this study gets similarity with some previous research work such as job crafting means that employees can reshape their work environment to fit their needs and competence (Bakker, Tims, & Derks et al., 2012). Through job crafting employees give new effective shape to their work with experience (Wrzesniewski & Dutton et al., 2001) by improving their work behaviours (Bavik, Bavik, & Tang, 2017). Some previous researches have been focused on the job crafting outcomes (Cheng, Chen, Teng & Yen et al., 2016) and some are on the determinants of job crafting like employee retention, work engagement (Chen, 2019; Kooij, Tims, & Akkermans, 2017). Kooij, van Woerkom, Wilkenloh, Dorenbosch, & Denissen, (2017) gives emphasis on the job crafting behaviours. More specifically, proactive personality is one of the influential factors of job crafting (Bakker, Tims, & Derks et al., 2012). Moreover, proactive personality has direct linkage to job crafting (Plomp et al., 2016). Chen et al., (2019) has clarified that worthy employees can find out the potential difficulties at the work by job crafting.

However, the job crafting variables (task, relational and cognitive) are verified by the correlation result which represents most of the variables have significant relationship with employee retention along 1% significance level. The most significant one is held in between cognitive crafting and employee retention  $r = 0.774$  and  $P\text{-Value} = 0.000$  ( $P < 0.001$ ). Besides, the dependency level has been validated by the coefficient  $R^2 = 0.503$  and adjusted  $R^2 = 0.499$  which means that the regression model-1 is valid where task and relational job crafting have position as well as significant relationship with employee retention. Similarly, regression coefficients from model-2 are  $R^2 = 0.509$  and adjusted  $R^2 = 0.504$  which means the model is valid. From the comparison of both model, there is clear picture can be seen that the beta value in model-1 of task, relational and cognitive crafting are 0.116, 0.717 and 0.054 but in model-2, they are 0.107, 0.719

and 0.039 so it is affected that the proactive personality mediated them. Here, the mediating role of proactive personality is presented as it has positive relationship with employee retention by (t-Value = 1.977,  $t > 1.96$ ). unlikely, the cognitive job crafting is relatively less influencer which is referred by the most of the respondents.

Moreover, the retention of employee has the close link between job crafting and proactive personality which has been tried to focus in this study. Therefore, very researches have been done on job crafting associating with the mediating of proactive personality. But it works like the influencer to enhance the capability of employees to create a self-respective place with dignity and honor at the workplace. In addition to the task, relational and cognitive, proactive personality and employee retention all are required to establish a sustainable work environment. But the analytical results present that cognitive job crafting is recommended as less concerned factor of employee retention by the most of the respondents. So, the proactive manager has to be concerned about the job crafting need of employees and providing sufficient work freedom to craft their job with proactive personality trait.

### **IMPLICATION TO RESEARCH AND PRACTICE**

The present study suggested that it is essential to enhance the scope of proactive personality growing among the employees because it has high influence on the job crafting behaviours. It is recommended that to consider the proactive personality is one of boost-up factors for increasing the job performance of employees with synergetic effect on job crafting behaviours by different production as well as service sectors of Bangladesh. Among them, it is emphasized by this study that task and relational job crafting are mostly preferred by the study respondents and they say that if they would redesign their work then they can enjoy more work freedom and flexibility to do as their convenience. Therefore, the relational job crafting helps them to make more effective work environment with surrounding stakeholders which highly effects on their retention intention at the workplace. So, proactive HR managers may have an intensive care about this issue of the effect of job crafting and proactive personality on the employee retention.

### **CONCLUSION**

This study focuses on the research area of job crafting by examining its role within the organizational change context especially with employee retention and also the mediating role of proactive personality of employees. Based on the different types of job crafting, employees can conveniently address their innovative initiatives to reshape the typical daily responsibilities into a new effective form. Therefore, it helps to create a meaningful job context with employees' proactive work behaviour not only for the daily responsibilities but also the relationship building with others and making variations in cognitive behaviours consistent to organizational changes. As a result, this study found that task and relational job crafting has significant relationship with employee retention and proactive personality mediated positively among them. Actually, the scope of growing proactive personality and turnover intention is more frequent in the young and entry level employees, they prefer to hunt the more suitable

offers through experiments. So, the retention strategy is becoming very challenging in this context. If the job freedom about redesigning of responsibilities can offer them, they may feel worthy themselves for the organization. That would be possible with the relational job crafting through continuation of job commitment and observing the sense of belongingness to the organization. The above hypotheses of this study have tried to prove these facts from the preferences of respondents. From the context of Bangladesh, sometimes due to the hierarchical complexities the skilled and talented employees don't get the proper evaluation and acceptance to the employers and that makes them discourage to stay long in the particular organization from their early career till the end. Therefore, the vulnerable retention strategy-oriented organizations fail to retain their talent pool and this pool has experimented over and over for their suitable offer. Ultimately, the individual time, effort and organizational investment wastage may occur which can't bring the goodness for all. So, it important for proactive managers to look after the highest possibilities of job craft offerings to the employees and facilitating to encourage the intention to stay long by developing a understanding of job crafting.

## FUTURE RESEARCH

Moreover, the present study only covers the effect of job crafting types on employee retention and mediating role of proactive personality but there are various job characteristics which have also influential role in employee retention like the job resourcefulness including personal and institutional. So, the future research would like to express the desire to endorse more cognitive and qualitative job characteristics, job crafting influential interpersonal initiatives by employees and organizational interventions along more relational research design.

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