

The Influence of Proactive Personality and Career Calling on Employee Performance Mediated by Job Crafting: Study on Aceh Regional Police

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Abstract

This study aimed to determine how job crafting plays a role in the connection between proactive personality, career calling, and employee performance in the Aceh Regional Police. We collected data from 258 individuals and used Structural Equation Modeling (SEM) to analyze the variables. Our research indicated that proactive personality and job crafting have a positive influence on employee performance. Furthermore, employee job crafting behavior is influenced by both their proactive personality and career calling. Finally, our study found that job crafting partially mediates the proactive personality and career calling effect on employee performance at the Aceh Regional Police. These findings explain the performance improvement model of the Aceh Regional Police. The tested model can be a basis for further theory development and further research related to the variables. Limitations exist in the research setup including the subject and variables. Practitioners, especially research subjects, can also use these findings as a basis for determining future performance improvement strategies.

Keywords: Proactive Personality, Career Calling, Job Crafting, Performance

1. Introduction

The police are an instrument of the State whose main task is to maintain security and public order. The Aceh Regional Police or Polda Aceh is the implementer of the duties of the Indonesian Police in the Aceh Province region. The Aceh Regional Police is tasked with carrying out the duties of the National Police at the regional level 1, such as Province or Region. In carrying out its duties, the Aceh regional police have a police vision which is described as "The realization of security and law enforcement in the ranks of the Islamic Nanggroe Aceh Darussalam regional police and the creation of peace that is conducive to the implementation of development in all aspects of social and state life in harmony so that the community feels protected, protected, served by upholding human rights.

In realizing this vision, one of the important missions of the Aceh Regional Police is 'Managing and maintaining the Aceh Regional Police's human resources (HR) to increase professionalism in carrying out their duties'. The Aceh Regional Police pays attention to the quality of each of its employees. Aceh Regional Police employees are the main element of the organization compared to other elements because humans are the ones who control the others. Organizations must support their human resources to maintain quality and develop their skills so that they have superior competitiveness compared to others (Pretirose, 2018). The organization's success is influenced by employee performance or the work results achieved by an employee in

carrying out tasks following the responsibilities given to him. The following is an overview of the performance of the Aceh Regional Police for the 2022 Budget Year which was collected based on the Government Agency Performance Report of the Aceh Regional Police Human Resources Bureau.

Table 1. Measurement of Aceh Police Performance Activities for Fiscal Year 2022

Strategic target	Key Performance Indicators	Target	Realization	%
The realization of the implementation of HR management functions in a clean, transparent, and accountable manner, as well as efforts to improve the welfare and career development of personnel within the Aceh Regional Police carefully following the provisions and dynamic competency requirements	a. Number of Police members who have been recruited	875 People	751 People	86%
	b. Number of external agencies/institutions involved in supervising the recruitment of Police members	11 Institution	11 Institution	100%
	c. Number of employees who have passed the type/level of development education	301 People	163 People	54%
	d. Number of employees who take part in the Assessment Center	75 People	68 People	91%
	e. Number of personnel promoted	2760 People	2760 People	100%

Source: Aceh Regional Police (2022)

In Table 1, it can be seen that several performance indicators did not reach the target, such as the number of Police members recruited during the 2022 fiscal year was 751 people, where the target was 875 people (86%); The number of employees who graduated from development education was 163 people, of which the target was 301 people (54%); and the number of employees participating in the Assessment Center is 68 people, where the target is 75 people (91%). Employees who pass development education are considered to be a big task that must be immediately improved in the management of the Aceh Regional Police. The development education provided will increase employee competency at work. Improved competency will create more innovative, effective, and efficient work methods. A leader who seeks to stimulate employee work potential realizes that improving employee performance depends not only on external incentives such as salary, benefits, and promotional opportunities but also on a person's personality and employee work motivation (Haibo et al., 2022) and gives employees more authority in their jobs (Tisu et al., 2021). Making employees work more proactively for long-term organizational development is also an important thing that must be developed to achieve better performance.

Achieving good performance will not be possible without the support of quality human resources. Aryaningtyas (2019) explains that achieving high performance depends on cooperation, personality, skills, leadership, work knowledge, presence, toughness, and initiative. Based on this, proactive behavior is an interesting topic for organizational leaders. The importance of proactive behavior in organizational change, as work becomes more dynamic and decentralized, proactive behavior and initiative from employees will become a more critical determinant of organizational success. Individuals with a strong proactive

personality tend to identify and seize profitable opportunities and take positive action to explore and understand the environment. This behavior enables them to achieve the best performance (Haibo et al., 2022).

Another important thing in becoming an employee at the Aceh Regional Police is that you need to have strong intrinsic motivation at work. This motivation is also known as career calling. Career calling is a manifestation of a person's strong recognition of professional values (Haibo et al., 2022). Career calling emphasizes that work is an inseparable part of life and work can be an intrinsic motivation to achieve career success and improve performance. When employees feel a sense of calling towards their work, they tend to exhibit a more professional attitude towards their job. This attitude not only helps them feel a greater sense of purpose and fulfillment in their work, but it also has a positive impact on their relationships with others in the organization and the overall work environment. By exhibiting a professional attitude based on a sense of calling, employees can cultivate a deeper sense of meaning and purpose in their work, which can ultimately lead to greater job satisfaction and success (Nugraha, 2017). Individuals who view their work as meaningful tend to be more committed to their work and develop certain beliefs about their work, such as believing their work is a calling (Oktovani, 2022). Individuals will also be intrinsically motivated and will use their strengths and work abilities, resulting in high work performance (Wingerden et al. 2018).

The Covid-19 pandemic in recent years has brought changes to the world of bureaucracy. Where employees are required to think creatively and are expected to have a job-crafting attitude as well as the active behavior of workers trying to change jobs through modifications to keep up with developments over time. Job crafting has the potential to improve employees' balance of job demands with job resources. Bakker & Leiter (2012) also revealed that job crafting helps employees in the process of adapting to their work (person job-fit). According to Meijerink et al., (2018), Job crafting is a type of proactive work in which employees shape their assigned jobs by changing the tasks of a job they do without reducing the burden and responsibility to create a match for their personality. The paradigm shift in managing organizations in an unpredictable and complex era means organizations need to make adjustments through a process of change (Warsono, 2020). This change will certainly result in innovation in responding to challenges. So, Aceh Police employees must have more experience to make their work process easier

Based on that background, researchers are interested in further researching the relationship between these variables and it is hoped that this can be used as material for future consideration in making policies. "This research aims to prove that there is an influence of proactive personality and career calling on employee performance which is mediated by job crafting in Aceh Regional Police employees."

2. Literature

Performance

Performance refers to the degree to which an organization has accomplished its goals and objectives, as defined by its vision and mission statements. According to Marlina et al. (2018), a company's performance is a key indicator of its overall success. Ningrum et al. (2023) further elaborates that performance is a measure of how well an organization has executed its mission, which encompasses all of the actions taken to achieve its desired outcomes (i.e. its vision). In

essence, performance is a critical factor in determining whether a company is meeting its objectives and moving towards its long-term goals. Employee performance can be defined as the results achieved by employees in their work according to certain criteria applicable to a particular job and evaluated by specific people (Lestari et al., 2018) (Rahman et al., 2020). The factors that influence performance, both results and work behavior, are (Kasmir, 2019): Ability and Expertise, Knowledge, Work Plan, Personality, Work Motivation, Leadership, Leadership Style, organizational culture, job satisfaction, loyalty, commitment, and work discipline.

Proactive Personality

In some ways, personality traits can be predictive of success in various fields (Aryaningtyas, 2018). Proactive individual behavior is usually future-focused, conscious, and future-oriented to change and improve the situation or oneself (Aryaningtyas dan Palupiningtyas, 2019) so it will tend to show good performance. Fatsya (2019) explains a proactive personality is a personality that takes the initiative in increasing an individual's ability to overcome situational obstacles and the ability to influence change in the environment. Fiernaningsih et al. (2022) explain proactive personality as having an active orientation, seeking information, exploring the environment, and trying to anticipate future opportunities in responding to elements in the work environment. A proactive personality is a behavioral tendency to take personal initiative to create a favorable environment (Wang et al., 2017). Hsiu-Yu et al. (2019) explain Employees with a proactive personality possess a set of qualities that enable them to take charge of their work environment. Such individuals are driven by a desire to improve their current conditions and anticipate future challenges. They are self-motivated, take initiative, and are willing to go beyond their job description to achieve their goals. Proactive employees seek opportunities to learn new skills, take on additional responsibilities, and challenge themselves. In contrast, less proactive employees tend to be passive and reactive. They are content with the status quo and are not motivated to seek out new challenges or opportunities for growth. They are comfortable with their current work environment and are resistant to change. These individuals may struggle to adapt to new situations and may require more direction and guidance than their proactive counterparts. As a result, they may be less effective in their roles and less likely to contribute to the success of the organization. Therefore, a proactive personality increases the creativity and behavior of organizational members. Yahya et al. (2019) argue that proactive people are more capable of successful adjustment because they tend to select, create, and influence their work situations. Therefore, it strengthens the assumption that individual adaptability with a willingness to adapt to changing work environment conditions requires a proactive attitude.

Career Calling

Calling is a calling of the soul to a change in serving people to gain meaning and purpose in life (Nugraha, 2017). Career Calling is a manifestation of a person's strong recognition of professional values (Haibo et al., 2022). Career Calling emphasizes that work is an inseparable part of life and work can be an intrinsic motivation to achieve career success and improve performance. Fatharani (2021) defines career calling as an individual's belief that he is destined to carry out a certain role, feels the meaning of his work, and that his work is useful for many people. Coyer (2020) explains in his research that calling is an extraordinary desire to find meaning in life through work and work is an inner calling. Calling achievement reinforces the view that calling is an ongoing process and not only found once. Initially, an individual can be in a state of actively and intensively searching for a calling (search for calling) in his work, and

if he has found a calling (presence of calling), he can continue to evaluate his career and look for ways to maintain or increase the presence of calling by search for calling again (Steger et al., 2012). It can be said that the process of searching for a calling and the presence of a calling continues to be like a spiral that becomes increasingly narrower to get a deeper calling. Calling will help individuals feel meaning and find purpose in their work. Individuals who are still intensively looking for a calling (search for calling) will have intrinsic motivation to actualize themselves at work, have more satisfaction with their lives, be happy, and work according to their talents and use them to help others (Yek et al., 2017).

Job Crafting

Job crafting is changing work behavior on one's initiative so that employees feel connected to align work with work preferences, motives, and passions. Behavioral changes can take the form of changes in tasks, workplace relationships, and views about work. Job crafting is a proactive and empowering behavior that employees engage in when they feel that a change is necessary in their current job. It involves making deliberate and self-initiated adjustments to the tasks, relationships, and cognitive aspects of their work to create a better balance between the demands and resources at their disposal (Petrou et al., 2018). This process is aimed at enhancing the employee's well-being and performance, as well as promoting a sense of autonomy and ownership over their job. According to research, job crafting has been found to be an effective strategy for increasing job satisfaction, engagement, and overall work performance (Tims et al., 2017). Furthermore, job crafting starts with employees focusing on work, adapting to the work environment, and acting according to their preferences, values, and skills. Bakker & Oerlemans (2019) state that job crafting is an activity that encapsulates changes that employees actively make in designing their jobs, where many positive outcomes can present themselves, including job satisfaction, work engagement, and thriving in the workplace. Wingerden et al., (2017) believe that job crafting is a physical and cognitive change that individuals make in carrying out a task or the relational boundaries of their work. Job crafting is actualized as a form of change made by employees, both physically and cognitively, which proactively shapes their work experience and actively responds to the work environment (Kuijpers et al., 2020);(Slemp & Brodrick, 2018). Thus, job crafting is an action to achieve meaningfulness in work. This concept refers to a top-down approach, where employees can change job characteristics according to their initiatives and interests.

Hypothesis and Research Framework

Employee performance is closely related to the overall performance of the organization. Achieving good performance will not be possible without the support of quality human resources. According to Aryaningtyas (2019), attaining optimal performance in an organization is not a one-dimensional process. It relies on a multitude of factors such as cooperation, personality traits, leadership qualities, work knowledge, presence, toughness, and initiative. In contemporary workplaces, where work demands are constantly evolving and distributed among employees, proactive behavior and taking initiative are becoming increasingly crucial for organizations to thrive amidst change. As a result, cultivating a proactive attitude among employees can be a decisive factor in determining organizational success. Another important thing in becoming an employee is the need for intrinsic motivation such as career calling. calling emphasizes that work is an inseparable part of life and that work can be an intrinsic motivation to achieve career success and improve performance. Changes in the world of

bureaucracy require employees to think creatively and are expected to have a job-crafting attitude as well as the active behavior of workers trying to change jobs through modifications to keep up with developments over time.

Individuals with a strong proactive personality tend to identify and seize profitable opportunities and take positive action to explore and understand the environment. This behavior enables them to achieve better performance in the organization (Haibo et al., 2022). Employees who have a highly proactive personality tend to update the knowledge and skills needed for work (Fiernaningsih et.al, 2022). Increasing knowledge and skills will of course also improve employee performance in the organization. Aryaningtyas (2019) found that proactive personality, competence, and organizational culture affected employee performance, both partially and simultaneously for employees of 4 Star Hotels in Semarang. Research results by Haibo et.al (2022) showed that a proactive personality positively affects employee performance in China. Based on this discussion, the first hypothesis in this research is formulated :

H_{a1}: Proactive personality affects employee performance.

Career Calling is a manifestation of a person's strong recognition of professional values (Haibo et.al, 2022). Career Calling emphasizes that work is an inseparable part of life and work can be an intrinsic motivation to achieve career success and improve performance. Career Calling has a positive impact in predicting job performance (Kim et al., 2018; Park et al., 2016). Research results by Haibo et.al (2022) show that career calling positively affects employee performance in China. Nugraha (2017) also shows that there is a direct influence between calling on employee performance at PT MOO staff. Family Takaful Insurance. The higher the feeling of calling an employee has, the higher the performance each employee will have. Based on this discussion, the second hypothesis in this research is formulated :

H_{a2}: Career calling affects employee performance

Creating an organizational culture and open work atmosphere will encourage more job-crafting behavior to occur by providing sufficient information and resource support which ultimately has an impact on the development of employee performance (Haibo et.al, 2022). According to Hooff (2016) states that job crafting is a means of taking control of work. If an employee has a desire to change the character of a particular job, it is hoped that they will change it because they believe that the change will make their experience better and that they feel they have control over the work they do. Bakker et al., (2015) explain that proactive job crafting can change job characteristics, causing employees to feel better at doing their jobs. Research results by Haibo et.al (2022) show that job crafting behavior positively affects employee performance in China. Bala et.al (2022) found that job crafting positively affects performance mediated by emotions of gratitude in salespeople of tourism and hospitality organizations in India. Based on this discussion, the third hypothesis in this research is formulated:

H_{a3}: Job crafting affects employee performance.

Employees who are proactive tend to constantly seek out new ways and methods to solve problems. They have the ability to actively manage and create job-crafting behavior patterns, according to a study conducted by Haibo et al. (2022). Proactive employees work based on the suitability of their talents, strengths, and interests in the ever-changing work environment, as explained by Mahdani et al. (2020). By doing so, they remain challenged in their work and maintain their excitement and energy levels. Employees with a proactive personality are more

likely to engage in job crafting, as noted by Zhang et al. (2018). Haibo et al. (2022) also found that a proactive personality significantly influences employee job crafting in China. Similarly, Hsiu-Yu and Chien-Yu (2019) discovered that proactive personality is positively related to the job crafting dimension in the tourism industry. Moreover, Hanan et al. (2021) show that a proactive personality affects job crafting in active employees who have worked for at least one year in various banking industries. Overall, these studies suggest that a proactive personality is a valuable asset for employees in various industries. Based on this discussion, the fourth hypothesis in this research is formulated:

H_{a4}: Proactive personality affects job crafting.

Individuals who are looking for a career calling will be more productive at work because looking for a career calling makes individuals function healthily and have a source of motivation for self-actualization (Li et al., 2021). They will continue to explore themselves, explore careers and the external environment to develop their calling, and try to avoid ambiguity to be able to determine their career choices (Xu dan Tracey, 2017). Haibo et.al (2022) shows that Career Calling affects employee Job Crafting in China. Chang et al., (2020) also prove that Calling significantly influences employee job crafting. This process starts from a person's career commitment and is strengthened by occupational self-efficacy and the level of job autonomy in the second stage, resulting in a moderated mediation pattern. Based on this discussion, the fifth hypothesis in this research is formulated:

H_{a5}: Career calling affects job crafting.

Haibo et al. (2022) reveals that employees who possess a proactive personality tend to be more proactive in exploring and investing in their work. Such individuals tend to coordinate work resources more effectively and demand more actively to achieve a balance between work and personal life, which results in job-crafting behavior. This behavior can help employees overcome the challenges they encounter and even transform their work environment, ultimately leading to better performance in the organization. Employees with a proactive personality tend to re-evaluate their work through job crafting. This approach empowers them to maximize their personal initiative to change their work style and complete work tasks more efficiently (Bakker et al., 2012). Empirical research has shown that a proactive personality can sequentially influence job crafting and work engagement, leading to improved employee performance (Bakker et al., 2012). The study by Haibo et al. (2022) found job crafting fully mediates the proactive personality influence on employee performance. In essence, employees who exhibit a proactive personality are likely to be more engaged in their work, leading to better job satisfaction and performance. Based on this discussion, the sixth hypothesis in this research is formulated:

H_{a6}: Job crafting mediates the proactive personality's impact on employee performance.

Career Calling is a call or intrinsic motivation that individuals find in the hearts of employees, urging them to take active action and better understand the meaning of their work. Career Calling, which is intrinsic motivation, can encourage individual behavior to continue developing their work (job crafting). Job crafting behavior is seen as the act of personally modifying work by employees to meet psychological needs for career calling, competence, and the workplace. Employees can control their work through job crafting, thereby improving performance (Lee dan Lee, 2018). Numerous studies have investigated the connection between career calling and job crafting, and their findings have demonstrated that career calling has a

positive impact on job crafting (Chang et al., 2020, 2021). Li & Yang (2018) have empirically established that the four sub-dimensions of job crafting can act as mediators in the relationship between career calling and work engagement, which is known to be directly correlated with job performance. Haibo et.al (2022) have also conducted research, which indicates that job crafting fully mediates the effect of career calling on employee performance in China. Based on this discussion, the seventh hypothesis in this research is formulated :

H_{a7}: Job crafting mediates the career calling's impact on employee performance.

Based on the conceptual explanation underlying this research, the conceptual framework can be described in Figure 3 below.

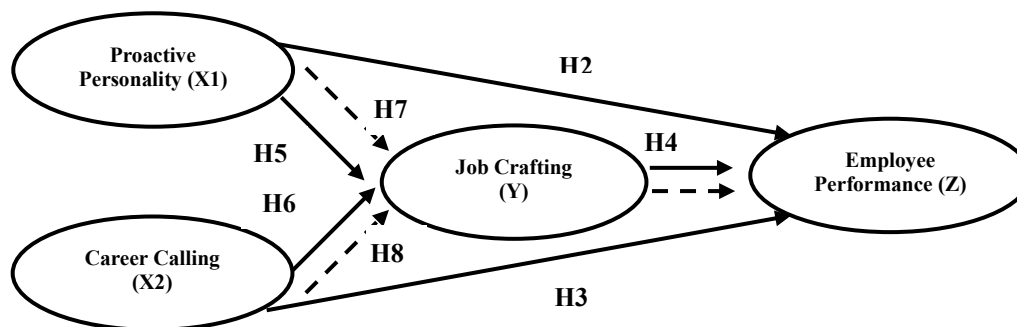


Figure 1. Conceptual Framework

3. Method

The population in this study was all employees who served at the Aceh Regional Police. According to Sugiyono's (2017) explanation, the sample is a subset of the population that is selected to represent the entire population. The sample is chosen based on specific characteristics that are representative of the population as a whole. Therefore, the sample size and characteristics are crucial in determining the accuracy and reliability of the research findings. Because the entire population of this study was identified, the sample was determined using a stratified random sampling approach. Stratified random sampling is taking sample subjects regularly based on segments or strata of the population. After the population is divided according to the appropriate strata, a simple random sample can be taken within each stratum.

Table 2. Sample Size

Rank	Population	Sample
Inspector General	1	0
Brigadier General	1	0
Grand Commissioner	25	2
Assistant Commissioner of Police	59	4
Commissioner of Police	112	7
Assistant Commissioner of Police	115	7
First Inspector	105	7
Inspector Two	148	10
Assistant Inspector One	94	6
Second Assistant Inspector	514	33
Chief Police Brigadier	1181	76

Rank	Population	Sample
Police Brigadier	259	17
Police Brigadier One	377	24
Police Brigadier Two	605	39
Adjunct Police Brigadier Two	4	0
Bhayangkara Head	119	8
Bhayangkara One	64	4
Bhayangkara Two	13	1
Police civil servants	185	12
Civil servants	8	1
TOTAL	3989	258

Source: Data processed by researchers, 2024

Analysis Techniques

Data were collected through a questionnaire. Respondents were asked to state their agreement using a Likert (1-5). Next, the collected data will be analyzed using descriptive and verification methods. The descriptive method is intended to describe each variable in this research. The verification method uses the Structural Equation Modeling (SEM) technique. Next, to test the mediation effect, a mediation analysis will be carried out using the approach of Baron & Kenny (1982).

Operational Variables

Operational variables are needed to describe research variables into concepts, dimensions, indicators, and measures which are aimed at obtaining values for other variables. The variables, definitions, and indicators used in this research are as follows:

1. Dependent Variable

The dependent variable is Employee Performance (Z), with indicators (Rahman, 2020):

- 1) Carrying out work activities perfectly and meeting the expected goals.
- 2) Complete all work activities.
- 3) Complete work activities on time and optimally
- 4) Optimal use of resources
- 5) Perform work functions without asking for guidance from the supervisor

2. Mediation Variable

The mediating variable is Job Crafting (Y), with indicators (Tims et al., 2017):

- 1) Try to develop abilities.
- 2) Learn new skills at work.
- 3) Avoid making difficult decisions
- 4) Suggestions and input from colleagues
- 5) Opportunities to do new work, interested in starting new projects
- 6) Make a job more challenging

3. Independent Variable

The independent variables are as follows:

- Proactive Personality (X1), based on Lukito's (2020), the indicators are as follows:
 - 1) Neuroticism;
 - 2) Extraversion;
 - 3) Openness;
 - 4) Agreeableness;
 - 5) Conscientiousness.

- Career Calling (X2), based on research by Haibo et al., (2022), the indicators are as follows:
 - 1) Be enthusiastically involved in work.
 - 2) Enjoy work more than anything else.
 - 3) Being involved in work provides personal satisfaction.
 - 4) Will sacrifice everything to continue working.
 - 5) Work is a personal description.
 - 6) Continue to be a good employee even under pressure.
 - 7) Work will always be a part of my life.
 - 8) the work done is destiny
 - 9) Becoming a manager or professional is always in mind.
 - 10) Often think of being a professional or manager at work.
 - 11) Feeling less meaningful without involvement in the organization.
 - 12) Being involved in business/being a manager is a very moving and satisfying experience

4. Result

Hypothesis

Testing the model provides the figure below.

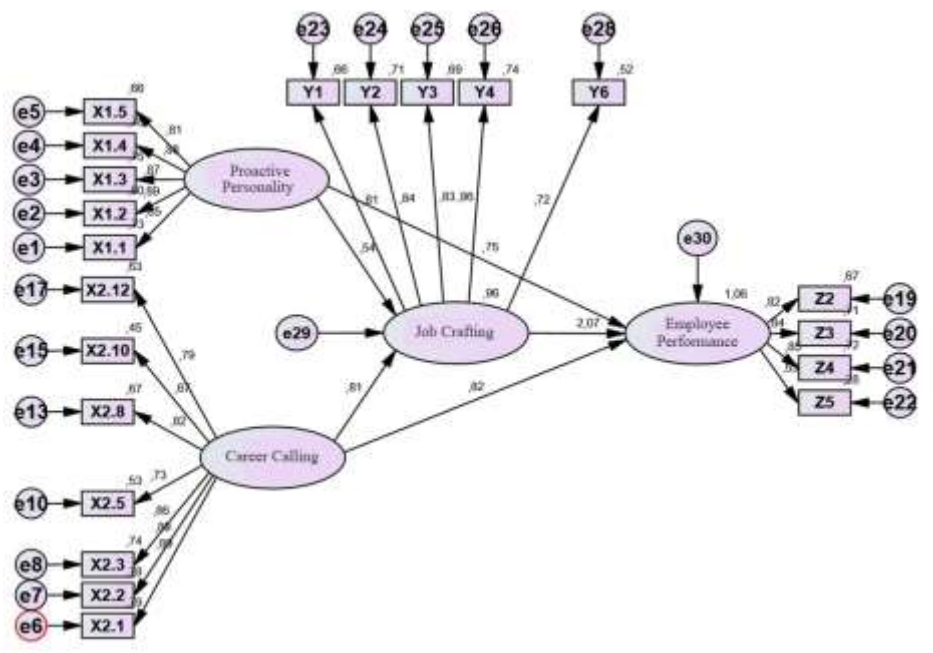


Figure 2 Full Model Hypothesis

The direct effect test results are in Table 6 below:

Table 3. Direct Effect Test

			Estimate	Stand. Estimate	S.E.	C.R.	P
Employee Performance (Z)	<---	Proactive Personality (X1)	.598	.748	.299	2.000	.045
Employee Performance (Z)	<---	Career Calling (X2)	.626	.823	.421	1.484	.138
Employee Performance (Z)	<---	Job Crafting (Y)	2.190	2.065	.721	3.038	.002
Job Crafting (Y)	<---	Proactive Personality (X1)	.410	.543	.031	13.156	***
Job Crafting (Y)	<---	Career Calling (X2)	.583	.814	.036	16.151	***

The results of this analysis are discussed further as follows.

1. Proactive Personality (X1) effect test on Employee Performance (Z) resulting in an influence size of 0.748 and a critical ratio (C.R) value of 2,000 > 1.967 at a significant (p) of 0.045 < 0.05. This explains that if the proactive personality of Aceh Regional Police employees increases by 1 point, then the employee's performance will increase by 74.8% and this effect is significant. So the first alternative hypothesis (Ha1) is accepted, namely Proactive Personality affects the Performance of Employees.
2. Career Calling (X2) effect test on Employee Performance (Z) resulted in an influence size of 0.823 and CR 1.484 < 1.967 with p 0.138 > 0.05, explaining if the feeling of career calling among Aceh Regional Police employees increases by 1 point, then the employee's performance will increase by 82.3%, but this effect is not significant. So the Ha2 is rejected and accepts the second null hypothesis (Ho2), namely that career calling has no significant effect on the performance of employees.
3. Job Crafting (Y) effect test on Employee Performance (Z) resulted in an influence size of 2.065 and CR 3.038 > 1.967 with p 0.002 < 0.05, meaning if the job crafting behavior of Aceh Regional Police employees increases by 1 point, then the performance of the employees will increase by 206.5% and this effect is significant. So the Ha3 is accepted, namely that job crafting affects the performance of employees
4. Proactive Personality (X1) effect test on Job Crafting (Y) resulted in an influence size of 0.543 and CR 13.156 > 1.967 with p 0.000 < 0.05, revealing if the proactive personality of Aceh Regional Police employees increases by 1 point, then the employees' job-crafting behavior will increase by 54.3% and this influence is significant. So the Ha4 is accepted, namely that proactive personality affects job crafting.
5. Career Calling (X2) effect test on Job Crafting (Y) resulted in an influence size of 0.814 and CR 16.151 > 1.967 with p 0.000 < 0.05. explaining if the feeling of career calling among Aceh Regional Police employees increases by 1 point, then the employee's job crafting behavior will increase by 81.4% and this influence is significant. So the Ha5 is accepted, namely that career calling affects job crafting.

Mediation Hypothesis

Table 4. Regression for Hypothesis 6th

Model		Unstand. Coefficient		Stand. Coefficient	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.404	.620		3.876	.000
	Employee Performance ← Proactive Personality	.859	.029	.880	29.633	.000
2	(Constant)	1.300	.493		2.639	.009
	Employee Performance ← Proactive Personality	.149	.060	.152	2.479	.014
	Employee Performance ← Proactive Personality	.643	.050	.786	12.801	.000

According to Table 4, it was found that in model 1 there is a positive and significant correlation between proactive personality (X1) and employee performance (Z) ($\beta_1 = 0.880$; Sig $0.000 < 0.05$). When the proactive personality (X1) impact on employee performance (Z) model is included in the mediation model 2, with job crafting (Y), it shows a significant relationship ($\beta_2 = 0.152$; Sig. $0.014 < 0.05$). The graph also shows changes in the β of proactive personality (X1) in the first model, where the initial influence was 0.880 and significant. After entering the mediator, the β of proactive personality (X1) became 0.152 and was also significant. The mediating variable, job crafting (Y), has an influence of 0.786 with Sig. equal to $0.000 < 0.05$ and shows significant results. Based on the results above, it is explained that the job crafting variable (Y) plays a role as a partial mediator. This is because the proactive personality's (X1) impact on employee performance (Z) model, before and after entering the mediating variable is significant.

The next step involved testing the sixth hypothesis to determine the mediating influence of the job crafting variable (Y). This was done using the Sobel test (Sobel, 1982). The framework for the mediating influence of job crafting can be described using the Sobel Test approach, which is as follows:

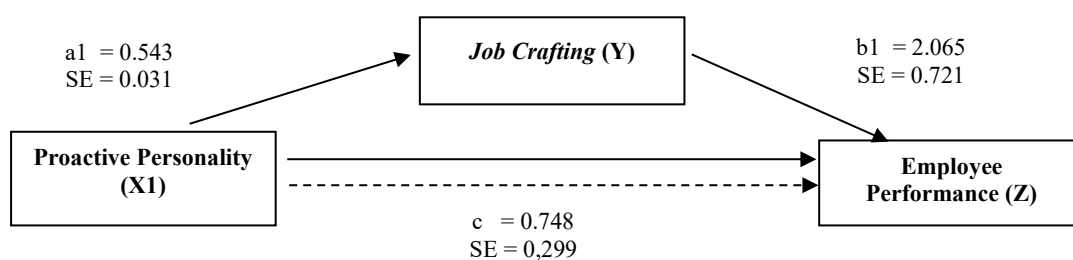
**Figure 3. Mediation Effect Model for the Hypothesis 6th**

Figure 3 shows a model formed from the results of regression in the AMOS program. From the magnitude and the standard error values of this influence, the Z value is calculated according to the Sobel Test approach. The Z calculation can be seen below.

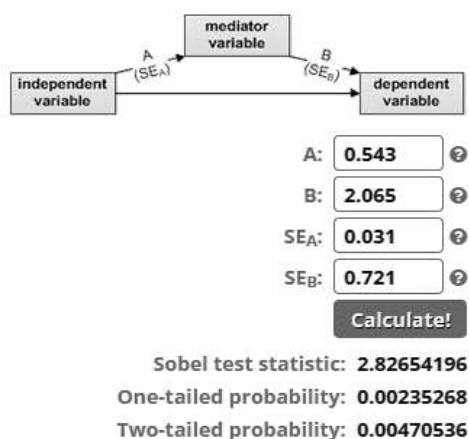


Figure 4. Calculation for Hypothesis 6th

Based on the analysis presented in Figure 4, it can be inferred that there exists an indirect influence between proactive personality (X1) and employee performance (Z), which is mediated by job crafting (Y). The z-value provided in the analysis is 2.82, which is > 1.96 with a significance of 0.05. Additionally, the significance of 0.002 indicates strong evidence of this indirect influence. Therefore, we can conclude that Hypothesis Ha6 is accepted, which suggests that job crafting mediates the proactive personality's impact on employee performance. The mediation type is proven as partial mediation.

Next, the influence before and after involving the mediator on the seventh hypothesis is shown below.

Table 5. Regression for Hypothesis 7th

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.830	.607		1.367	.173
	Employee Performance ← Career Calling	.394	.012	.899	32.852	.000
2	(Constant)	.675	.497		1.357	.176
	Employee Performance ← Career Calling	.128	.026	.292	4.998	.000
	Employee Performance ← Job Crafting	.538	.048	.657	11.244	.000

Based on Table 5, it has been identified that there exists a significant and positive relationship between career calling (X2) and employee performance (Z) in Model 1 ($\beta_1 = 0.899$, with a Sig of $0.000 < 0.05$). When examining the relationship between career calling (X2) and employee performance (Z) within the context of the mediating variable in Model 2, namely job crafting (Y), it is found that there is still a significant relationship ($\beta_2 = 0.292$; Sig. $0.000 < 0.05$). The figure above also provides information on changes in the value of β career calling (X2) in the first model, where the initial influence was 0.899 and significant. After entering the mediator, the value of β career calling (X2) became 0.292 and remained significant. The mediating variable, job crafting (Y), has an influence of 0.657 with a Sig. of $0.000 < 0.05$, indicating significant results. Additionally, job crafting (Y) is found to be a partial mediator, as the

relationship between career calling (X2) and employee performance (Z) was found to be significant both before and after entering the mediating variable.

Next, testing the 7th hypothesis, the mediation of job crafting using the Sobel Test approach as follows.

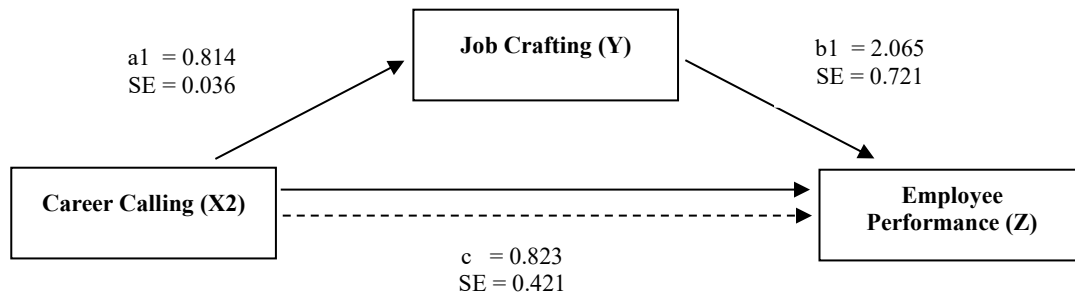


Figure 5. Mediation Effect Model for Hypothesis 7th

Based on Figure 5 above, the Z value is calculated according to the Sobel Test approach. The Z value calculation is shown below.

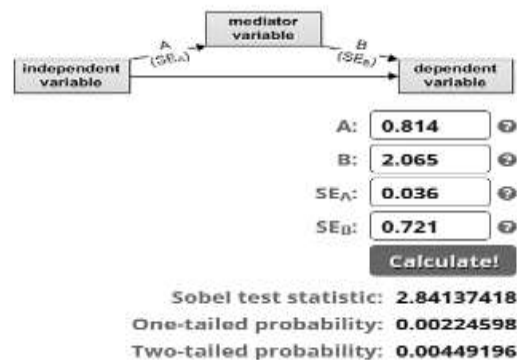


Figure 6. Calculation for the Hypothesis 7th

The Sobel test calculation in Figure 6 shows the z value is 2.84, which is greater than 1.96, with a significance of $0.004 < 0.05$. These results indicate that there is an indirect influence from career calling (X2) to employee performance (Z), which is mediated by job crafting (Y). Therefore, it concludes that hypothesis Ha7 is accepted, which states that job crafting mediates the effect of career calling on employee performance. The mediation type is proven as a partial mediation.

5. Discussion

All variables in this research, namely proactive personality, career calling, job crafting, and the performance of Aceh Regional Police employees were considered good. In the performance appraisal, the statement that has the best value is "I completed all the work given to me well". This explains that Aceh Regional Police employees can carry out the tasks given by their superiors well. The assigned tasks are completed within the specified time limit. By completing their work well, it is believed that Aceh Regional Police employees can achieve the organizational goals that have been determined. In assessing job crafting behavior, the statement with the best value was "I often feel challenged to change the way I work to make it more effective and efficient." Aceh Regional Police employees are more interested in trying out new ways of working so that work can be completed more quickly and better. The challenge

of creating new ways of working in every job will encourage the birth of innovation and creative ideas. Aceh Regional Police leaders support innovative methods and ways of working while within applicable legal provisions. In the proactive personality assessment, the statement with the best score was "I will try to improve the environment of the Aceh Regional Police if there is something unpleasant." This indicates a feeling of belonging to the organization where he works, namely the Aceh Regional Police. Employees continue to try to improve the way they work, and relationships between colleagues and superiors for the long-term interests of the organization. By having an attitude to improve the work environment, it will provide comfort for all employees. Furthermore, in the career calling assessment, the statement "Being involved in my work at the Aceh Police provides extraordinary personal satisfaction" has the highest score. This indicates that Aceh Police employees are proud of their work. Satisfaction with their work will motivate Aceh Police employees to work better and provide optimal performance.

Testing the first hypothesis shows that a proactive personality affects the Aceh Regional Police employee performance. Aceh Regional Police employees who have a strong proactive personality tend to more easily identify and capture deficiencies in their work environment and will take positive action to bring positive changes to the work environment. Employees can not only overcome difficulties in the work they face but can even change their immediate environment such as their co-workers. The proactive behavior of Aceh Regional Police employees allows them to seek out various information that can bring positive changes to the environment and their co-workers to achieve better performance. On the other hand, Aceh Regional Police employees who have a proactive personality will continue to learn from their senior colleagues or work unit leaders to improve their skills. This research finding is in line with Aryaningtyas (2019) who found that proactive personality, competence, and organizational culture affected employee performance among 4 Star Hotel employees in Semarang. Haibo et.al (2022) also showed similar results where a proactive personality significantly and positively impacts employee performance in China. Fatsya's research (2019) found that a proactive personality has a significant influence on shaping the performance of Hospital and civil servant employees.

Testing the second hypothesis shows that career calling does not affect the performance of Aceh Regional Police employees. The intrinsic motivation that appears in the hearts of Aceh Regional Police employees has not been able to encourage employees to work wholeheartedly and provide maximum results. Aceh Regional Police employees are proud to be part of the Indonesian Police and consider their work to be a personal identity that is always attached and has important value. Aceh Regional Police employees need external motivation to be able to work more professionally. This motivation can arise from the behavior of superiors, co-workers, and the work environment which encourages employees to work optimally. This research finding is in line with Nastiti et al., (2022) which found that career calling is not a factor that influences a person's attitude towards learning and mastering new skills and recognizing their expertise. Where this is a series of processes in creating job-crafting behavior.

Testing the third hypothesis proves that job crafting affects the performance of Aceh Regional Police employees. The Aceh Regional Police leaders implement a work culture that is open to innovation and creative ideas. Such a work culture will encourage Aceh Regional Police employees to continue to innovate and look for new methods of working. The formation of new methods of working will have an impact on the development of work that will become

more effective and efficient. Aceh Regional Police employees have the desire to change their way of working to be more flexible but still able to achieve optimal performance. Aceh Regional Police employees made this change because of their confidence that this change will make their experience better. This research finding is in line with the findings of Haibo et.al (2022) which show that Job Crafting behavior positively affects employee performance in China. Saryono et al., (2022) also found that job crafting was able to influence the performance of employees at the Batanghari Jambi Police, where to achieve maximum performance, job crafting behavior was needed in its employees. Bala et.al (2022) found that job crafting affects positively performance which is mediated by the emotion of gratitude in salespeople of tourism and hospitality organizations in India.

Testing the fourth hypothesis shows that proactive personality affects job-crafting behavior in Aceh Regional Police employees. Aceh Regional Police employees who have proactive personalities consciously try to find new ways and methods to solve problems in their work, directly this behavior will create job-crafting behavior patterns. Employees who are involved in the work sector with a proactive attitude will easily learn new talents and adapt their interests to the ever-changing work environment. With this proactive attitude, Aceh Regional Police employees will feel challenged in their work, and at the same time will improve their skills. This research finding is in line with the research findings of Hsiu-Yu and Chien-Yu (2019) which found that proactive personality was positively related to the job crafting dimension in the tourism industry. Vermooten et al. (2019) also found that a proactive personality influences positively and significantly job crafting among employees in the financial services industry. The research results of Hanan et.al, (2021) also show that proactive personality affects job crafting in active employees who have worked for at least one year in various banking industries.

Testing the fifth hypothesis shows that career calling affects job-crafting behavior among Aceh Regional Police employees. The feeling of career calling felt by Aceh Regional Police employees will become intrinsic motivation in shaping the work professionalism of the employees. A professional attitude will encourage employees to understand and deepen everything related to their work and will create job-crafting behavior. Aceh Regional Police employees who experience career calling will be more productive at work because they have a source of motivation to continue exploring themselves and exploring their careers and the external environment. This research finding is in line with Haibo et.al (2022) which shows that career calling affects employee job crafting in China. Research by Chang et al., (2020) also proves that calling significantly influences employee job crafting.

Testing the sixth hypothesis shows that job crafting mediates the proactive personality's impact on the performance of Aceh Regional Police employees. Employees who have a higher proactive personality will explore and invest more in their work, thereby creating job-crafting behavior. These employees can not only overcome the difficulties faced in their work but can even change their work environment. Such employee behavior makes it possible to achieve better performance in the organization. Aceh Regional Police employees with a proactive personality will evaluate how they work and take personal initiative to change employees' work styles to complete their tasks better through job crafting. In this way, employees can maximize their performance. According to a research study conducted by Bakker et al. in 2012, it was found that having a proactive personality can have a positive impact on job crafting, which in turn can improve Work Engagement and subsequently enhance overall employee performance.

The research result of Haibo et.al (2022) also shows that job crafting fully mediates the proactive personality's impact on employee performance.

Testing the seventh hypothesis shows that job crafting mediates the career calling's impact on the performance of Aceh Regional Police employees. Aceh Regional Police employees who feel career calling will urge employees to take active action and better understand the meaning of their work. Career Calling is an intrinsic motivation that encourages Aceh Police employees to continue developing their work (job crafting). Job crafting behavior is seen as the act of personally modifying work by employees to meet psychological needs for career calling, competence, and the workplace. Employees can control their work through job crafting, thereby increasing optimal performance. This research finding follows Li and Yang (2018) which empirically proves that the sub-dimensions of job crafting can mediate the career calling's impact on work engagement which is correlated with performance. The research results of Haibo et.al (2022) also show that job crafting fully mediates the career calling's impact on employee performance in China.

6. Conclusion

The result concludes that:

1. Proactive personality affects the performance of the Aceh Regional Police;
2. Career calling affects the performance of Aceh Regional Police employees;
3. Job crafting behavior affects the performance of Aceh Regional Police employees;
4. Proactive personality affects job crafting behavior among Aceh Regional Police employees;
5. Career calling affects job-crafting behavior among Aceh Regional Police employees;
6. Job crafting is proven to partially mediate the proactive personality influence on the performance of Aceh Regional Police employees; And
7. Job crafting is proven to partially mediate the career calling influence on the performance of Aceh Regional Police employees

These findings explain the performance improvement model of the Aceh Regional Police. The tested model can be a basis for further theory development and further research related to the variables. Limitations exist in the research setup including the subject and variables. Practitioners, especially research subjects, can also use these findings as a basis for determining future performance improvement strategies. Several recommendations resulted from the survey and analysis results, namely:

1. Employees are expected to be more aware of the optimal use of resources at work. Aceh Regional Police leaders can provide more guidance regarding the use of office resources such as office equipment and supplies more effectively and efficiently. With increasingly optimal use of performance resources, the costs required to achieve maximum performance will be smaller.
2. Aceh Regional Police employees and leaders are expected to be able to create a more flexible work environment and system. By creating a flexible work environment and system, cooperation between related fields can be increased in completing work and dealing with problems in the field. Leaders can open up and provide more time for subordinates to discuss problems and policies that must be taken to resolve problems together.

3. Leaders can encourage subordinates to dare to express ideas/innovations to improve ways of working that are deemed less effective and efficient. Apart from that, leaders at the Aceh Regional Police can implement Innovation Month throughout the year to accommodate various new ideas and innovations. Leaders can give awards to employees who have the most interesting innovations in improving work systems.
4. Leaders can provide greater promotion opportunities for employees who excel in their work. The opportunity for promotion given by the leadership will motivate employees to work harder and be more professional in their work. Encouraging the spirit to work more professionally, will have an impact on increasing performance and better service to the community.

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