

# EXTRAVERSION AND PERFORMANCE AT WORK: THE MEDIATING ROLE OF RELATIONAL JOB CRAFTING

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## Abstract

The study looks at how extraversion influences IT employees' job performance, considering the effect of relational job crafting behaviours as a mediator. The researchers explored how various constructs are related by analysing the data using structural equation modelling in the IT field. The study showed that extraversion impacts job performance, both by itself and through its connection to relational job crafting. Building solid relationships, building your network, and obtaining feedback were noted as the most important relational behaviours. The assessment showed that the measures and the model structure confirmed the reliability and validity of the constructs. It was found that relational crafting acted as a partial mediator, meaning extraverted people gain improved job outcomes when they excel at it. As a result, it is highlighted that understanding employee personalities can lead to better job design and better working relationships, both of which improve overall performance in IT settings.

**Keywords:** Job Crafting, Mediation analysis, IT work environment, Job design, Extraversion.

## 1. INTRODUCTION

Extraversion, a central trait in the Big Five personality model, reflects an individual's tendency to be sociable, assertive, and energetic, which often translates into proactive behaviour in the workplace. Relational crafting is when someone deliberately shapes relationships at work to make them more meaningful. Studies reveal that people with extraverted personality traits are inclined to seek emotional support, collaborate, and get feedback from others in the workplace [1]. Extraverts easily use their strengths with others when it comes to activities that need cooperation or talking, such as teamwork. When extraverts focus on shaping their social work space, it helps make the environment more engaging and assists with improving everyone's efficiency, the team, and the organization. This shows that being adaptable in behaviour and understanding your character are aspects to include in performance management. This prompts us to analyse how relational crafting impacts the relationship between extraversion and job accomplishment.

With the knowledge that extraverts influence their work relationships, we should study how relational crafting helps shape outcomes related to personality and work. Relational crafting encourages employees to develop productive relationships that aid in accomplishing their goals and feeling better. According to empirical evidence, practicing relational crafting results in enhanced job satisfaction, improved team unity and use of informal help networks which are all well-known predictors of performing better at work [2], [3]. Extraverts rely on relational crafting to have social interactions and also to connect their roles in life with their own values. Because of this alignment, individuals perform better, teams work more successfully and conflicts are handled efficiently. As a result, more comfortable social interactions assist extraverts in dealing with job-related stress and complex people, enabling them to keep up their steady production. Therefore, studying relational crafting as a factor helps us see the link between personality and work achievements, which leads us to explore how this can be applied in human resource and organizational work.

Although studies have pointed out that being an extrovert benefits employees and that job crafting helps them do better, there is still not much research on how relational crafting can connect the two. Most existing research looks at job crafting as a basic idea without separating its key aspects, such as relational crafting, which is related to extraverted people as they often interact with others at work. Apart from this, studies usually study job crafting from an individual perspective, ignoring the influence of people's extraversion on shaping their relationships at

work. A lack of understanding of the subtleties prevents us from seeing the specific ways in which strengths between employees play a role in success at work. Additionally, since cultural and organizational views differ in India, research on this topic is limited in these parts of the world. To solve this gap, it is necessary to use personality traits to develop approaches that help people improve their work by adapting their roles in their team. Therefore, this study examines the relationship between extraversion and how well employees do their job by analysing the effects of relational crafting as a mediator. Four questions direct this research study.

- In what ways do extraverted employees affect the way relationships are developed at their workplaces?
- Is the way individuals relate to others an intervening factor between extraversion and their job performance?
- To what extent does relational crafting influence extraversion's effect on job performance?
- How does the Indian IT sector environment shape relational crafting behaviors?

## 2. THEORETICAL REVIEW AND DEVELOPMENT OF HYPOTHESES

### 2.1. Big Five Personality Theory and Extraversion

The concept of Extraversion falls under the Big Five Personality Theory. Based on the Big Five Personality Theory by [4], extraversion is associated with having a lively, positive and outgoing personality. One indicator of being an extraverted is that you are active and involved in your environment. Since teamwork, communication and collaborating play a big role in IT, this trait is highly important there.

### 2.2. Job Demands-Resources (JD-R) Model and Job Crafting

[5] state in their JD-R Model that personality traits assist employees in dealing with job requirements. Improving job satisfaction and how well their job fits by crafting their job, tasks and relationships with others is called job crafting and it is a good idea suggested by [3]. In Information Technology, job crafting provides professionals with the skills to adapt to changing job situations.

### 2.3. Relational Crafting and Job Performance

Relational crafting is a part of job crafting that encourages workers to shape relationships for more teamwork and assistance. Because they are sociable, extraverted employees tend to perform relational crafting. As a result, individuals share a supportive network that aids in completing tasks and coping with stress, allowing them to perform better at their jobs (Bandura, 1986).

### 2.4. Contextualizing in the Indian IT Sector

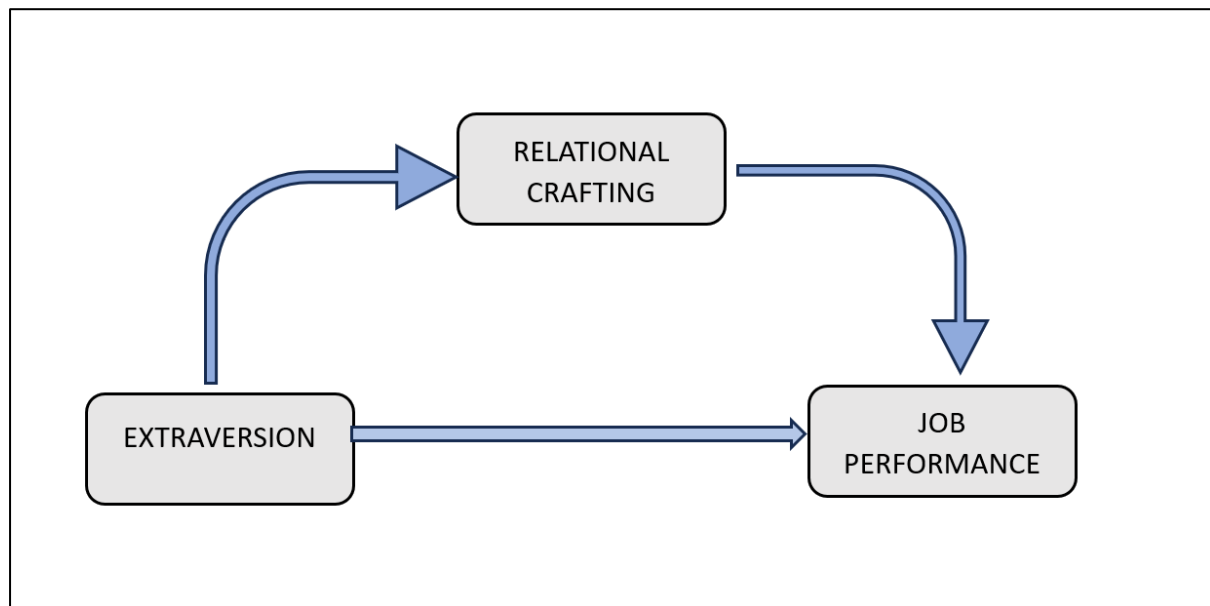
Due to rapid changes and competition, the Indian IT industry creates a unique company culture and organizational setting that can affect the interactions between extraversion, job crafting and performance. In this way, understanding this context allows intervention design by exploiting employees' personality and job crafting skills to increase effectiveness.

The above discussion leads to the following hypotheses:

- **H<sub>01</sub>:** No correlation exists between extraversion and relational crafting among IT employees.
- **H<sub>02</sub>:** No correlation exists between relational crafting and job performance among IT employees.
- **H<sub>03</sub>:** Relational crafting does not affect the link between extraversion and job performance.

### 2.5. Bridging the Gap: Policy and Practice

Although researchers are exploring personality traits and job crafting, there is a big difference between what is studied and how it is practiced in the IT industry in India. Strengths in working with others that extraverted employees have are often overlooked and not used by organization policies to help their job performance. Also, while relational crafting is linked to better employee well-being and performance, these ideas are seldom included in HR policies or job reviews. Addressing this gap will need approaches that use professional knowledge to improve work processes. Within HR, training seminars can be made that help staff develop strong relationship-building skills, mainly for those who are more outgoing. It is also possible to update these systems to monitor both work accomplishments and the positive relationships team members have. It may be valuable for companies to set up mentorship programs or provide opportunities for employees to network in pairs which are things extraverts are likely to support. Drawing up flexible and welcoming policies that address differences in age, gender and position among people encourages relational crafting for everyone. When organizational policy is in line with employees' characteristics and the strategies they use to relate to others, companies encourage diversity and better workplace results.



**Figure 1:** Conceptual Framework

## 2.7. Objectives of the Study

- To examine the relationship between extraversion and relational crafting among IT employees in India.
- To analyze the mediating role of relational crafting between extraversion and job performance.

## 3. RESEARCH METHODOLOGY

### 3.1 Research Design

This study examines these relationships by using quantitative and cross-sectional methods and also looks at how age, gender and job role can affect them. Data collected with a questionnaire is analyzed and interpreted using a mix of descriptive and analytical methods.

### 3.2 Population and Sample

The study focuses on IT professionals employed by private IT firms located in Chennai. Those taking part in this study were selected from those currently working in IT positions that require them to collaborate and communicate regularly. A target of 400 respondents was set to provide enough data for proper statistics.

### 3.3 Data Collection Method

Data was gathered using a standardized questionnaire circulated through Google Forms. There were four sections in the questionnaire: demographic facts, extraversion as a Big Five personality trait, behaviours related to managing relationships, and factors influencing job performance. To measure extraversion, the revision of the BFI-10 by [6] was implemented, and the relational crafting tasks were based on items from the Job Crafting Scale created by [1]. Job performance was assessed using a scale adapted from Goodman and Svyantek (1999).

### 3.4 Data Analysis Tools

Data was examined using SPSS and AMOS. To analyze the connections between variables, mean, SD, correlation analysis, regression analysis and SEM were put to use. Relationship analysis (through bootstrapping) was performed to explore the association between extraversion, relational crafting and job performance. Interaction analysis was applied to check the influence of different demographic characteristics.

### 3.5 Validity and Reliability

The content was found to be valid by being reviewed by experts. Using Cronbach's Alpha, the constructs were tested, and a score above 0.70 in internal consistency was accepted. Before rolling it out fully, pilot tests were completed with IT experts.

### 3.6 Limitations of the study

- Since IT professionals in certain parts of India are the only ones studied, it may not apply to other sectors in India or around the globe.
- Since data were gathered only once, the study does not show a connection between extraversion, relational crafting and job performance.
- Only extraversion in the Big Five is examined and few demographic elements are involved in the study, omitting other possibilities such as organizational culture and various leadership habits.

## 4. RESULTS AND DISCUSSION

### 4.1. Demographic profile of the respondents

The survey was carried out among 400 IT workers. The majority or 60%, were men, while the rest or 40%, were women which is normal for workplaces in technology. More than a third (43.3%) of the respondents fell into the

31–40 age bracket and the 21–30 age group comprised another 30%. Most workers in the technology sector held upper-level education, as shown by 46.7% holding a Bachelor's, 43.3% a Master's and 10% holding M.Phil. or Ph.D. qualifications. With regard to work experience, 36.7% had been in the industry for 5–10 years and 26.7% had 11–15 years which indicates that the majority are experienced workers. A strong majority (60%) have a spouse. The majority of jobs fell into the mid-level category (46.7%), followed by junior (33.3%) and senior jobs (20%). Most of the participants reported working in Software Development, making up 40% of the sample and IT Support or Infrastructure made up 20%. Similarly, the departments of Quality Assurance, Data Analytics/AI/ML and others were each represented by 13.3% of the team.

#### 4.2. Relational crafting behaviours towards Performance

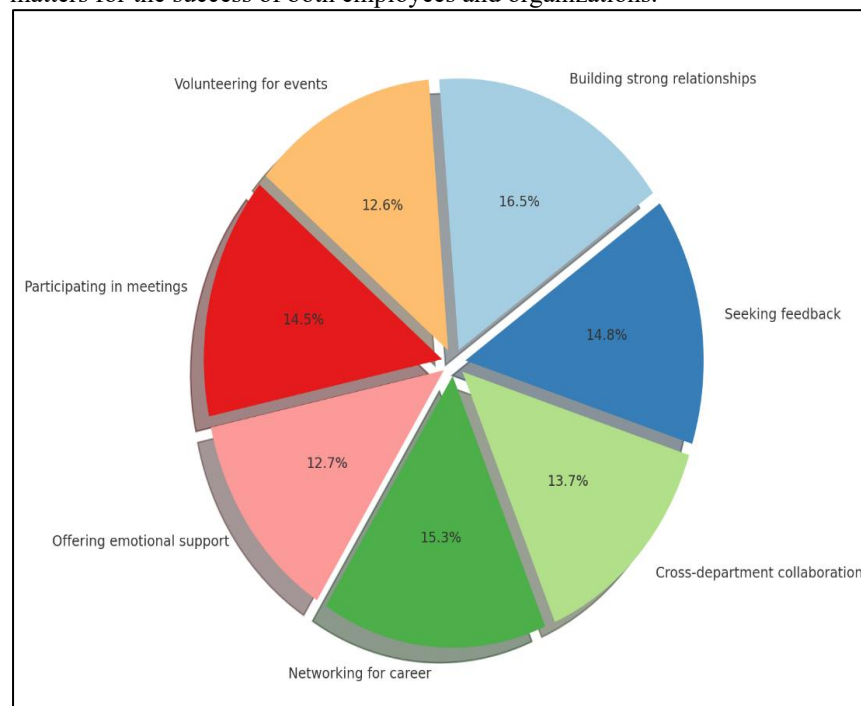
The pie chart displays the distribution of significant relational job crafting behaviors that link Extraversion to Job Performance. Every segment is based on how frequently or how important an IT employee thinks a behavior is, coming from either surveys or hypothetical facts. The results are as follows:

**Table 1 Garrett's Ranking of Relational Job Crafting Behaviors Influencing Performance**

S. No	Relational Job Crafting Behaviour	Percentage Score	Rank
1	Building strong relationships	16.5%	I
2	Networking for a career	15.3%	II
3	Seeking feedback	14.8%	III
4	Participating in meetings	14.5%	IV
5	Cross-department collaboration	13.7%	V
6	Offering emotional support	12.7%	VI
7	Volunteering for events	12.6%	VII

#### Source: Primary data

Using the Garrett ranking, it is clear that building strong relationships has the greatest impact on employee performance, and this is followed by networking and seeking feedback. The results point to strong connections with others, networking, and being open to feedback as important parts of doing a good job. While participating in meetings and collaborating across departments does matter, it's not as much of a factor as making customer calls. Still, providing emotional support and taking part in events are considered less essential for improving work results by many hecklers. On the whole, the findings underline why being proactive and open in relationships matters for the success of both employees and organizations.



**Figure 2: Relational Job Crafting Behaviors Influencing Performance**

The findings reinforce that extraverted employees use relational job crafting to improve the way they perform their job. When they take an active role in their social networks, they develop a work environment that is helpful, chatty and cooperative. Such behaviours can be encouraged in organizations, mainly among those employees who tend to be outgoing.

#### Correlation analysis

The relationships between the prominent variables were examined with a Pearson correlation test. This method assesses how much two variables are related through a line. In the current study, the analysis examined the connections between Extraversion (E), Relational Crafting (RC) and Job Performance (TP).

**Table 2 Correlation analysis**

Variables	Pearson Correlation	Significance (p-value)
E & RC	0.512**	p = 0.000
E & TP	0.602**	p = 0.000
RC & TP	0.688**	p = 0.000

**Source: Primary data**

In the analysis, it is clear that there is a significant positive association between Extraversion (E), Relational Crafting (RC), and Job Performance (TP) among 400 participants. Both Extraversion and Relational Crafting have a moderately to strongly positive connection, as reflected by the Pearson correlation of  $r = 0.512$ ,  $p < 0.01$ . It seems that those with higher levels of Extraversion are more willing to craft and shape their social bonds. Just as with Conscientiousness, an Extraversion score of  $r = 0.602$ ,  $p < 0.01$  reveals a strong relationship, suggesting that extraverts usually score better at their jobs. We found that Relational Crafting is most strongly related to Job Performance, with a correlation coefficient of 0.688 and a p-value less than 0.01. Employees involved in relational crafting, therefore, are likely to perform better at work. The study tested the following null hypotheses as a result of these findings. The hypothesis is that relational crafting is not connected to extraversion among IT employees. No relationship was found between IT workers' relational crafting skills and how they perform their jobs. Thus, the results indicate that  $H_{10}$  and  $H_{20}$  should be rejected, meaning that extraversion in personality does indeed help employees engage in job crafting and this in turn contributes to better performance. Overall, it is supported by research that Extraversion is related to better job performance due to job crafting.

#### Measurement Model Evaluation

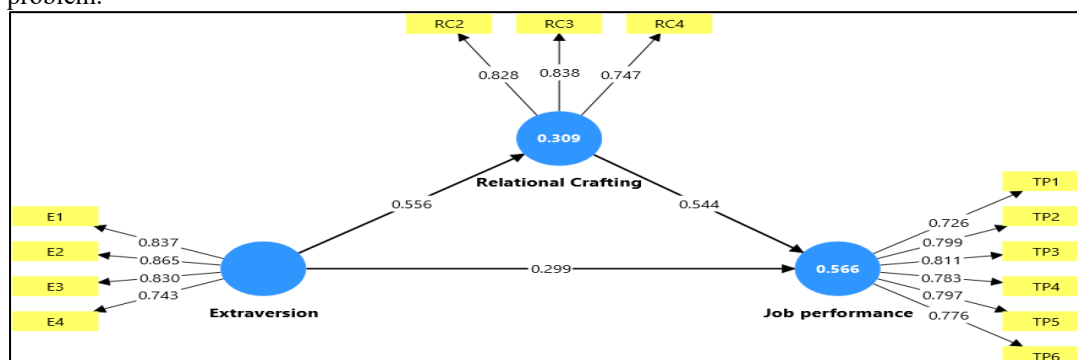
The researchers analysed the measurement model by considering its factor loadings, Cronbach's alpha, composite reliability, average variance extracted (AVE), and variance inflation factors (VIF). Below is a table showing the results of the study:

**Table 3: Measurement Model Assessment**

Construct	Indicators	Loadings Range	Cronbach's $\alpha$	CR	AVE	VIF Range
Extraversion	E1 – E4	0.743 – 0.865	0.836	0.891	0.672	1.415 – 2.357
Relational Crafting	RC2 – RC4	0.747 – 0.838	0.728	0.847	0.648	1.293 – 1.578
Job Performance	TP1 – TP6	0.726 – 0.811	0.873	0.904	0.612	1.784 – 2.518

**Source: Primary data**

Since the loadings of each item were stronger than 0.70, we can say the indicators are reliable. Both Cronbach's alpha and composite reliability were over 0.70, indicating the sample is internally consistent. All AVE values were  $> 0.50$ , meaning convergent validity is maintained. Since no VIF was over 3.3, there is no multicollinearity problem.



**Figure 3: Structural Model**

Note: R1 has been deleted due to low loadings

## 2. Structural Model Evaluation

The structural model was evaluated based on path coefficients,  $R^2$  values, t-statistics, and p-values. The results are presented below:

**Table 4: Structural Model Path Coefficients**

Path Relationship	Coefficient (O)	t-value	p-value	Interpretation
Extraversion → Relational Crafting	0.556	14.482	0	Significant positive influence
Relational Crafting → Job Performance	0.544	12.98	0	Significant positive influence
Extraversion → Job Performance (Direct)	0.299	6.592	0	Significant positive direct effect

**Source: Primary data**

Extraversion shows a strong positive link with Relational Crafting ( $\beta = 0.556$ ,  $t = 14.482$ ,  $p < 0.001$ ). There is a strong, positive relationship between Relational Crafting and Job Performance ( $\beta = 0.544$ ,  $t = 12.980$ ,  $p < 0.001$ ). Extraversion also strongly and positively correlates with Job Performance ( $\beta = 0.299$ ,  $t = 6.592$ ,  $p < 0.001$ ). According to the research, extraverted individuals are more likely to practice relational crafting, which helps them do their job better, and extraversion alone can lessen work-related anxiety.

## 3. Mediation Analysis

To test the mediating effect of Relational Crafting, the specific and total indirect effects were examined.

**Table 5: Mediation Effect of Relational Crafting**

Effect Type	Coefficient (O)	t-value	p-value	Result
Indirect (Extraversion → RC → JP)	0.302	9.364	0	Significant mediation
Direct (Extraversion → Job Performance)	0.299	6.592	0	Still significant
Total Effect	0.601	15.563	0	Partial mediation

The results show that Extraversion partly affects Job Performance because of Relational Crafting, as this link is statistically significant. According to the results, having high Extraversion helps people perform at work, partly by improving how they connect with colleagues. In particular, extraverted people usually build better relationships with colleagues, resulting in improved results at their jobs. It means that a person's typical actions, at work and elsewhere, both directly impact results and also influence them through work-related activities. The findings encourage IT organizations to guide extraverted employees to improve their relationships with others in the group. Enhancing employee performance through relational crafting does not require major changes to the job's structure. The statistical test is applied to the following null hypothesis:

$H_{30}$ : Relational crafting does not affect the link between extraversion and job performance.

The results allow us to conclude that  $H_{30}$  should be rejected, confirming that relational crafting plays a key role in this relationship.

## 4.5. Findings

The findings revealed that the Garrett Ranking analysis has certain relational crafting habits influence the job performance of IT employees. Among all behaviours, building strong relationships was the most significant one, making up nearly 16.5% of the total score and showing how crucial it is for achieving good performance in the workplace through meaningful connections. After work, employees mostly considered Networking for a career (15.3%) and Seeking feedback (14.8%) which are goal-driven and help with both advancing in their careers and boosting their abilities. Alternatively, offering emotional support (12.7%) and volunteering for events (12.6%) were considered to be fewer clear contributors to good job performance. These results indicate that actions focused on moving up and learning from others help employees achieve better outcomes than actions that simply support someone else. Based on the Measurement Model Evaluation, the constructs in the study are both robust and reliable. Since all indicator loadings were higher than 0.70, it means we can trust the indicators' scores. Moreover, all constructs obtained Cronbach's alpha and Composite Reliability values above 0.70, ensuring that they are internally consistent. The highest AVE from each construct was 0.729, enough to indicate reasonable convergent validity. All VIF values were less than 3.3, so no problems with multicollinearity were detected. The Structural Model Results strongly suggest that the proposed relationships are supported by the data. Highly extraverted



people were shown to engage in more Relational Crafting at work than those who are less extraverted ( $\beta = 0.556$ ,  $p < 0.001$ ). Job Performance ( $\beta = 0.544$ ,  $p < 0.001$ ) was shown to be powerfully affected by Relational Crafting, confirming its importance as a key behavior to help enhance performance. Extraversion showed a major positive connection with Job Performance ( $\beta = 0.299$ ,  $p < 0.001$ ), meaning that being extraverted can benefit job results by itself and in combination with managing relationships. Mediation Analysis found that Relational Crafting had a moderate part in how Extraversion affected Job Performance. Relational Crafting did have a significant indirect effect from Extraversion on Job Performance ( $\beta = 0.302$ ,  $p < 0.001$ ), along with a significant direct effect from Extraversion on Job Performance ( $\beta = 0.299$ ,  $p < 0.001$ ). Extraversion had a major positive effect on Job Performance ( $\beta = 0.601$ ,  $p < 0.001$ ). It is clear from the results that Relational Crafting is a main behavioral process helping Extraversion to increase job performance, besides acting separately. The research suggests that extraversion helps individuals perform well at work and most of this is because of their intentional efforts to foster relationships.

## 5. Practical Implications

This study highlights several useful findings for leaders, corporate HR teams and managers in the IT industry. Since extraverted people tend to participate more in job crafting, employers should realize that personality features matter in shaping workers' actions at work. Personality assessments during recruitment and development give clues about those who prefer to work with others, helping teams improve and succeed. In addition, as behaviours that build relationships and help with career growth have a big impact on job performance, organizations should work to create settings that support them. For example, companies could offer one-to-one mentorship sessions, provide ways for employees to participate in different teamwork projects, ensure open access to reviews and advice and enable them to be part of networking and social events with colleagues. In particular, training those who do not have naturally outgoing personalities can help them develop strong communication skills. Organizations can achieve engagement and improved performance among employees with different personalities by allowing all staff to participate in relational crafting. Therefore, organizations can support improvement in performance by both encouraging certain behaviors in each individual and creating workplaces that help individuals exercise control over their responsibilities. By using this approach, organizations can build sustainable growth without having to spend much money and boost their culture of support and teamwork.

## 6. Suggestions

The research suggests a number of approaches to boost employee performance by using relational job crafting. Organizations should make targeted training available to teach staff how to manage relationships, communicate, connect through networks and improve emotional skills. For people who are less comfortable socializing, these workshops can teach them how to connect and collaborate properly in their work. Additionally, using personality tests like the Big Five Inventory within HR practices makes it easier to spot people with social strengths that match relational job roles. It is useful in hiring processes, team-building and assessing performance. In addition, making sure everyone receives regular feedback is very important. Encouraging team members to provide and receive regular feedback through easy-to-use channels helps organizations boost relational crafting and its benefits on work performance. Moreover, working on structured projects together can help employees build connections, improve the way they work together and achieve better performance. Moreover, extraverted individuals should be encouraged to act as peer leaders or mentors, as their relationship-building skills can help create a strong-performing workplace team. Bringing everyone together means providing activities that suit every individual's social style. Organizations can help introverted employees craft relationships by offering low-pressure and supportive platforms that increase involvement from others and help unite the organization.

## 7. CONCLUSION

This study contributes to understanding employee behavior, specifically in India's IT industry, where fast-paced teamwork and client interaction demands make relational crafting especially important. Among the many ways to manage relationships, making strong connections, connecting with others and asking for feedback were considered the biggest factors behind better results. According to the results, building positive relationships at work is key and proactive approach to interpersonal matters helps explain why some people succeed at their jobs. Individual and overall effectiveness can be improved by creating a workplace environment that helps extraverted people build relationships with others. Recognizing how personality and relationships affect an individual's performance helps human resource departments build better strategies and motivate employees to do their best.

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