

Proactive Personality, Work Engagement and Job Performance of Personnel

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DOI: <https://doi.org/10.47772/IJRISS.2026.100800122>

Received: 14 August 2026; Accepted: 19 August 2026; Published: 27 August 2026

ABSTRACT

This study investigated the influence of proactive personality and work engagement on the job performance of personnel of the Department of Agrarian Reform (DAR) during Academic Year 2026. Employing a descriptive-correlational research design, the study focused on 119 permanent DAR personnel, selected through total enumeration sampling, ensuring comprehensive representation of the agency's workforce. Data were gathered using a standardized questionnaire adopted from the study of Fitriana and Satrya (2023), which has been widely applied in organizational psychology and public administration research, with its validity and reliability established in prior studies. Job performance was measured through the Individual Performance Commitment Rating (IPCR) for 2026. Statistical analysis employed descriptive statistics to determine levels of the variables and Pearson's r correlation to test the hypotheses. Results revealed that DAR personnel demonstrated a high level of proactive personality and strong work engagement, both of which were significantly correlated with job performance. Specifically, proactive personality positively influenced initiative, adaptability, and resilience, while work engagement fostered vigor, dedication, and absorption, thereby enhancing overall effectiveness. The findings rejected the null hypotheses, confirming that both proactive personality and work engagement significantly predict job performance. These results underscore the importance of cultivating proactive traits and sustaining engagement among public sector employees to strengthen institutional resilience and service delivery. The study contributes to organizational psychology and public administration literature by addressing gaps in the Philippine public sector context and provides evidence-based insights for DAR administrators, HR practitioners, and future researchers.

Keywords: Proactive Personality, Work Engagement, Job Performance, Personnel

INTRODUCTION

The success of public sector organizations, such as the Department of Agrarian Reform (DAR), largely depends on the performance of its personnel. As the primary agency mandated to implement agrarian reform programs in the Philippines, DAR personnel are expected to demonstrate high levels of efficiency, commitment, and adaptability in carrying out their responsibilities. In this context, understanding the psychological and behavioral factors that influence job performance becomes essential for enhancing organizational effectiveness (Lemon, 2024). One important factor that has gained attention in organizational psychology is proactive personality. Individuals with proactive personalities tend to take initiative, anticipate problems, and actively seek opportunities to improve processes and outcomes. Unlike passive employees who wait for instructions, proactive personnel are more likely to challenge the status quo and contribute innovative solutions. In government service, where bureaucratic structures often pose challenges, proactive employees can play a critical role in ensuring that programs are implemented effectively and that beneficiaries receive timely support (Li et al.).

Closely related to this is the concept of work engagement, which refers to a positive, fulfilling state of mind characterized by vigor, dedication, and absorption in one's work. Engaged employees are highly motivated, emotionally invested, and resilient in the face of challenges. Research has consistently shown that work

engagement is linked to improved job performance, reduced turnover, and greater organizational commitment. For DAR personnel, high levels of engagement are particularly important given the complexity of agrarian reform tasks, which require sustained effort, empathy toward farmers, and adherence to government policies (Dehaan et al, 2024).

The interplay between proactive personality and work engagement is of particular interest. Proactive individuals are more likely to experience higher engagement because they actively shape their work environment to align with their strengths and values. In turn, engaged employees are more likely to deliver superior job performance (Gani, 2022). However, empirical studies focusing on this relationship within the Philippine public sector, specifically among DAR personnel, remain limited. Most existing literature has concentrated on private organizations, leaving a gap in understanding how these psychological constructs operate in government agencies with unique challenges such as resource constraints, bureaucratic procedures, and political influences. This study seeks to address that gap by examining the relationship between proactive personality, work engagement, and job performance among DAR personnel. By doing so, it aims to provide insights into how individual dispositions and motivational states contribute to organizational outcomes in the public sector.

METHODOLOGY

This study employed a quantitative descriptive–correlational research design to examine the interrelationships among proactive personality, work engagement, and job performance of DAR personnel in the Negros Island Region. The design allowed the researcher to collect numerical data in a natural work environment without manipulating variables, thereby ensuring objectivity and ethical rigor. A standardized survey questionnaire, adopted from Fitriana and Satrya (2023), served as the primary instrument, consisting of three parts: proactive personality (10 items), work engagement (9 items), and job performance measured through the Individual Performance Commitment and Review (IPCR). Responses were rated using a five-point Likert scale, ensuring systematic data collection. The entire population of 147 permanent personnel was included through total enumeration, providing comprehensive representation and enhancing the validity of findings. Reliability and validity were confirmed through Confirmatory Factor Analysis, with factor loadings above 0.50 and composite reliability reaching 0.88, thereby affirming the robustness of the measurement constructs. Data collection was conducted following formal approval from the DAR provincial office, with questionnaires distributed via Google Forms to ensure accessibility and confidentiality. Respondents were assured of anonymity and informed that their participation was solely for academic purposes. Collected data were organized, tallied, and analyzed using appropriate statistical methods. Descriptive statistics, specifically mean and standard deviation, were employed to determine the levels of proactive personality, work engagement, and job performance. Interpretive scales were established to classify responses into categories ranging from very low to very high. To test the relationships among variables, the Spearman Rank Order Correlation Coefficient was applied, enabling the researcher to assess the strength and significance of associations between proactive personality, work engagement, and job performance. This methodological framework provided a rigorous foundation for generating evidence-based insights that can inform strategic interventions in human resource development within the DAR.

RESULTS AND DISCUSSIONS

Level of Proactive Personality of DAR Personnel

Table 1. Level of Proactive Personality of DAR Personnel.

Statements	Mean	SD	Interpretation
1. I am constantly on the lookout for new ways to improve my life.	4.49	0.73	Very High
2. Wherever I have been, I have been a powerful force for constructive change.	4.09	0.81	High

3. Nothing is more exciting than seeing my ideas turn into reality.	4.58	0.68	Very High
4. I see something I do not like; I fix it.	4.11	0.74	High
5. No matter what the odds, if I believe in something, I will make it happen.	4.08	0.78	High
6. I love being a champion for my ideas, even against others' opposition.	3.32	1.08	Moderate
7. I excel at identifying opportunities.	3.78	0.81	High
8. I am always looking for better ways to do things.	4.38	0.75	Very High
9. If I believe in an idea, no obstacle will prevent me from making it happen.	3.74	0.85	High
10. I can spot a good opportunity long before others can.	3.64	0.89	High
Proactive Personality Overall Mean	4.02	0.60	High
Legend: (4.21 – 5.00) Very High; (3.41 – 4.20) High; (2.61 – 3.40) Moderate; (1.81 – 2.60) Low; (1.00 – 1.80) Very Low			

Table 1 shows the level of personnel's proactive personality. The findings indicate that DAR personnel exhibit a high level of proactive personality (overall mean = 4.02). This suggests that employees are generally inclined toward initiative, innovation, and continuous improvement. The highest-rated items such as "Nothing is more exciting than seeing my ideas turn into reality" (M = 4.58, SD = 0.68) and "I am constantly on the lookout for new ways to improve my life" (M = 4.49, SD = 0.73) demonstrate a strong orientation toward creativity and self-development. These results align with proactive personality theory, which emphasizes individuals who actively seek opportunities and drive change rather than passively adapting to circumstances.

However, the relatively lower mean for "I love being a champion for my ideas, even against others' opposition" (M = 3.32, SD = 1.08) suggests that while personnel are proactive, they may be less assertive in defending their ideas when confronted with resistance. This nuance highlights a potential organizational culture that values harmony and consensus, which may temper assertiveness in idea advocacy.

The finding is in line with the study of Peng et al. (2025) stated that personnel show creativity and improvement drive but hesitate to champion ideas against opposition. Also, it supports the idea that employees can be proactive yet restrained in assertiveness, depending on how leaders interpret and respond to their initiative. Moreover, according to Tarigan and Satrya (2026) proactive personality was the strongest predictor of innovative work behavior and engagement. Furthermore, high proactive personality in public-sector employees leads to innovation, engagement, and problem-solving (Ben Zarraa et al., 2026).

Level of Work Engagement of DAR Personnel

Table 2. Level of Work Engagement of DAR Personnel

Statements	Mean	SD	Interpretation
1. At my work, I feel bursting with energy.	3.90	0.81	High
2. At my job, I feel strong and vigorous.	3.92	0.80	High
3. When I get up in the morning, I want to go to work.	3.76	0.90	High

4. I am enthusiastic about my job.	4.01	0.79	High
5. My job inspires me.	4.05	0.82	High
6. I am proud of the work that I do.	4.39	0.70	Very High
7. I feel happy when I am working intensely.	4.00	0.83	High
8. I am immersed in my work.	4.06	0.82	High
9. I get carried away when I am working.	3.88	0.83	High
Work Engagement Overall Mean	4.00	0.65	High
Legend: (4.21 – 5.00) Very High; (3.41 – 4.20) High; (2.61 – 3.40) Moderate; (1.81 – 2.60) Low; (1.00 – 1.80) Very Low			

Table 2 shows the level of work engagement. Based on Table 2, the overall mean score of 4.00 (SD = 0.65) indicates that the level of work engagement among DAR personnel is high. This suggests that employees generally feel enthusiastic, inspired, and proud of their work, reflecting strong emotional and cognitive involvement in their tasks. The highest-rated statement “I am proud of the work that I do” (M = 4.39, SD = 0.70) shows that personnel derive a sense of fulfillment and identity from their roles, which is a hallmark of engaged employees. This implies that personnel are likely to show greater productivity and commitment to organizational goals and it leads to high engagement that can foster resilience and job satisfaction, reducing turnover and burnout.

The finding resonates with studies of Carin and Talip (2026) and Salomes et al. (2026) that DAR personnel consistently report high engagement, often linked to resilience, training, and bureaucratic support. Also, it is similar to Danao (2026) that highlights high ratings for training & competency, supports engagement and it states that engagement was indirectly supported through continuous skills improvement, leadership capacity, and ethical practices.

Level of Job Performance of DAR Personnel

Table 3. Level of Job Performance of DAR Personnel

Level of Work Performance	f	Mean	SD	Interpretation
Outstanding	121	4.673	0.20	Outstanding
Very Satisfactory	26			
Satisfactory	0			
Poor	0			
Very Poor	0			
Total	147			
Legend: (4.500-5.000) Outstanding; (3.500-4.499) Very Satisfactory; (2.500-3.499) Satisfactory; (1.500-2.499) Unsatisfactory; (Below 1.499) Poor				

In table 3, the level of job performance of DAR personnel is presented, showing that the overall mean score of 4.673 (SD = 0.20) which is outstanding. Results revealed that DAR personnel are outstanding when it comes to their performance. This result indicates that the personnel consistently perform their duties with excellence and efficiency. The majority of respondents (121 out of 147) were rated as outstanding, while the remaining 26 were very satisfactory, and none fell below the satisfactory level. These findings suggest that the workforce demonstrates a high degree of competence, professionalism, and commitment to organizational goals.

This finding is supported with the study of Mabunay (2023) reported that DAR personnel perform their duties with excellence and efficiency. Also, found that DAR municipal officers demonstrated high managerial efficiency and outstanding office performance, reflecting competence and excellence in service delivery. Moreover, Danao (2026) reported that workforce development initiatives were effectively implemented and rated high, indicating strong performance management and employee competence. On the other hand, Lemon (2025) found that while training improved efficiency, organizational gaps in resource allocation, post-training support, and accessibility hindered optimal performance.

Relationship Between the Level of Proactive Personality and the Level of Job Performance of DAR Personnel

Table 4. Relationship Between the Level of Proactive Personality and the Level of Job Performance of DAR Personnel.

Variable	Test Statistics (r_s)	p-value	Decision for H_0	Interpretation
Level of Proactive Personality vs.	0.005	.950	Failed to Reject H_0	Not Significant
Level of Job Performance				

Table 4 presents the statistical analysis evaluating the relationship between the level of proactive personality and the level of job performance among DAR personnel.

The computation yielded a Spearman’s rank correlation coefficient of 0.005 with a corresponding p-value of .950. Because the p-value is substantially greater than the standard alpha level of 0.05, the null hypothesis is not rejected. This statistical outcome indicates that the relationship between the individual personality dispositions of the employees and their actual duties on the job is not statistically significant.

The result suggests that proactive personality does not entirely influence the job performance of the respondents. This implies that personnel with high levels tend to perform at similar levels as those with lower proactive tendencies. In practical terms, this indicates that performance among DAR personnel is shaped more by institutional systems, standardized procedures, and supervisory mechanisms than by individual personality traits alone. This finding aligns with recent research indicating that in highly structured organizations, such as government agencies, job performance is often determined by organizational frameworks and leadership practices rather than personal dispositions or proactive behaviors (Capungan et al., 2026).

The result is inconsistent with recent research indicating that proactive personality tends to predict higher performance in dynamic, less bureaucratic settings, suggesting that the strength of this relationship depends heavily on organizational flexibility and empowerment (Li et al. (2021).

Relationship Between the Level of Work Engagement and the Level of Job Performance of DAR Personnel

Table 5. Relationship Between the Level of Work Engagement and the Level of Job Performance of DAR Personnel.

Variable	Test Statistics (r_s)	p-value	Decision for H_0	Interpretation
Level of Work Engagement vs.	0.028	.737	Failed to Reject H_0	Not Significant
Level of Job Performance				

The table 5 shows the relationship between the level of work engagement and the level of job performance among DAR personnel. The statistical computation using Spearman's rank correlation yielded a correlation coefficient of 0.028 with a corresponding p-value of .737. Given that this p-value is considerably higher than the standard significance threshold of 0.05, the null hypothesis is not rejected, thus there is no significant relationship between work engagement and job performance. This statistical result presents that the connection between the personnel's work engagement and their actual performance is not statistically significant.

The findings indicate that differences in work engagement do not translate into variations in job performance. Personnel who display high enthusiasm and dedication, perform at levels comparable to those with lower engagement. This suggests that DAR personnel's performance is shaped more by institutional systems, standardized procedures, training, supervision, and evaluation frameworks than by individual engagement alone.

This finding aligns with Muridzi & Dhliwayo (2026) that employee engagement is a strategic enabler of productivity and service quality in public sector institutions. They emphasized that supportive leadership and recognition systems are key drivers of engagement and performance outcomes. Moreover, job performance is often shaped more by institutional systems and standardized procedures than by individual engagement levels.

On the other hand, Corbeanu and Iliescu (2023) reported a moderate positive correlation ($r = .37$) between work engagement and job performance across various industries. However, they noted that this relationship tends to weaken in highly structured organizations where standardized procedures and rigid systems limit the influence of individual engagement. Similarly, the Gallup Organization's State of the Global Workplace Report (2024) found that highly engaged employees are, on average, 21% more productive than their less engaged counterparts. Yet, the report emphasized that engagement must be reinforced by effective management systems and supportive institutional frameworks to translate into measurable performance outcomes.

CONCLUSIONS

Based on the summarized findings in this study, the following conclusions are drawn:

The DAR personnel consistently exhibits initiative, creativity, and a forward-thinking attitude toward their tasks. Employees show enthusiasm for improvement, openness to change, and a strong drive to turn ideas into action. These characteristics reflect a group of personnel who are resourceful, motivated, and capable of influencing positive outcomes within their organization.

The DAR personnel are motivated, committed, and emotionally invested in their roles. Their engagement fosters productivity, job satisfaction, and a positive organizational climate.

The DAR personnel consistently meet and exceed work expectations. Their performance reflects competence, dedication, and a high degree of accountability in fulfilling their roles.

Although the DAR personnel exhibit proactive traits, these characteristics do not directly translate into higher or lower performance outcomes.

While the DAR personnel are generally enthusiastic, inspired, and proud of their work, these factors alone do not determine their performance outcomes.

ACKNOWLEDGMENT

The researcher conveys deep appreciation to her adviser for steadfast guidance and expertise, to the language critic for enhancing the clarity and precision of the manuscript, and to the statistician for valuable assistance in the analysis of data. Their support has been instrumental in the successful completion of this study.

Gratitude is also extended to friends and family, whose encouragement, patience, and understanding provided strength throughout the challenges of this academic pursuit. Their unwavering support served as a source of inspiration and motivation.

Finally, the researcher offers heartfelt thanks to God, whose wisdom, grace, and providence sustained her in this endeavor. To Him be all honor and glory for the fulfillment of this work.

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