The Role of Self-Efficacy in Job Crafting with Person Job-Fit as a Mediating Variable

Peran Self-Efficacy Terhadap Job Crafting dengan Person Job-Fit Sebagai Variabel Mediasi

Elsuza Pahlaweni[1], Adi Rahmat[2]*, Agus Seswandi[3]
Master of Management Study Program, Universitas Lancang Kuning[123]
adirahmat@unilak.ac.id

ABSTRACT

In today's increasingly competitive and dynamic work environment, organizations need employees who can not only carry out formal tasks but also proactively adapt and modify their work. This is known as Job Crafting. Through Job Crafting, employees can improve the fit between themselves, work, and the organization, and encourage positive outcomes such as motivation, job satisfaction, and performance. The purpose of this research is to determine the role of self-efficacy in job crafting. Person Job-fit as a Mediating Variable. This research is a type of quantitative research with a causality research design and the population is State Civil Apparatus and Honorary Staff at the Investment and One-Stop Integrated Services Office of Indragiri Hilir Regency. with a sample of 65 people. Data collection techniques using questionnaires and distribution using Google Form. The data analysis tool in this research is Structural Equation Modeling (SEM) processed using SmartPLS 3.2.9 for data processing. The results of this research are that Self Efficacy has a positive and significant effect on Person Job Fit, Self Efficacy has a positive and significant effect on Job Crafting, Person Job Fit has a positive and significant effect on Job Crafting and Self Efficacy has a positive and significant effect on Job Crafting through Person Job Fit
Keyword: *Self-Efficacy, Job Crafting, Person Job-Fit*

ABSTRAK

Dalam lingkungan kerja yang semakin kompetitif dan dinamis saat ini, organisasi membutuhkan karyawan yang tidak hanya dapat melaksanakan tugas formal tetapi juga secara proaktif beradaptasi dan memodifikasi pekerjaannya. Hal ini dikenal dengan istilah Job Crafting. Melalui Job Crafting, karyawan dapat meningkatkan kesesuaian antara dirinya, pekerjaan, dan organisasi, serta mendorong hasil positif seperti motivasi, kepuasan kerja, dan kinerja. Tujuan dari penelitian ini adalah untuk mengetahui peran self-efficacy dalam job crafting. Person Job-fit sebagai Variabel Mediasi. Penelitian ini merupakan jenis penelitian kuantitatif dengan desain penelitian kausalitas dan populasinya adalah Aparatur Sipil Negara dan Tenaga Honorer pada Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kabupaten Indragiri Hilir. dengan sampel sebanyak 65 orang. Teknik pengumpulan data menggunakan kuesioner dan penyebaran menggunakan Google Form. Alat analisis data dalam penelitian ini adalah Structural Equation Modeling (SEM) yang diolah menggunakan SmartPLS 3.2.9 untuk pengolahan data. Hasil penelitian ini adalah Self Efficacy berpengaruh positif dan signifikan terhadap Person Job Fit, Self Efficacy berpengaruh positif dan signifikan terhadap Job Crafting, Person Job Fit berpengaruh positif dan signifikan terhadap Job Crafting dan Self Efficacy berpengaruh positif dan signifikan terhadap Job Crafting melalui Person Job Fit.
Kata kunci: Efikasi Diri, Penyusunan Pekerjaan, Kesesuaian Pekerjaan Seseorang

1. Introduction

In today's increasingly competitive and dynamic work environment, organizations need employees who can not only perform formal tasks but also proactively adapt and modify their work. This concept is known as Job Crafting, where employees change the boundaries, content, and meaning of their work. Through Job Crafting, employees can improve the fit between

themselves, their jobs, and their organizations, driving positive outcomes such as motivation, job satisfaction, and performance (Nasrullah et al., 2025).

One important factor that influences Job Crafting is self-efficacy, which refers to an individual's belief in their ability to perform certain tasks successfully. Employees with high self-efficacy tend to be more proactive in identifying and overcoming challenges in the workplace, adopting behaviors designed to adapt to their work (Fernández & Martínez, 2019). However, success in job crafting depends on more than just self-efficacy. An employee's ability to design their job is also significantly influenced by person-job fit—the extent to which the work they do matches their abilities, interests, and personal values. Person-job fit is defined as the compatibility between individuals and the work or tasks they perform (Sari & Prasetyo, 2020). When employees feel that their work aligns with their abilities and interests, their self-efficacy is more effective in driving job crafting (Jiang et al., 2025).

In modern organizations, where flexibility and adaptability are increasingly important, understanding how self-efficacy influences job crafting through person-job fit can provide valuable insights for managers and organizational leaders. This study aims to explore these dynamics, offering suggestions for improving employee engagement and productivity by managing self-efficacy and person-job fit more effectively (Yang et al., 2021). Several studies have discussed these themes, indicating that job crafting has a positive and significant effect on person-job fit (Kooij et al., 2020). In other words, employees become more adaptable to their jobs by increasing their level of job crafting.

A study found that self-efficacy influences employee job crafting. However, it also noted that person-job fit does not have a significant impact on job crafting, nor does person-job fit mediate the relationship between self-efficacy and job crafting (Gashi Tresi & Mihelič, 2018). This differs from other research, which demonstrated that person-job fit has a significant and positive effect on innovative work behavior, both directly and indirectly, with intrinsic motivation and creative self-efficacy as mediators (Akmal & Mehmood, 2022).

In today's era, government agencies, particularly the Office of Investment and One-Stop Integrated Services (DPMPTSP), face challenges in delivering effective and efficient public services. Employees in such environments often encounter strict work routines, rigid procedures, and increasing public expectations. In such situations, employees need initiative and creativity to adjust their work to better meet task demands and the needs of service users. Additionally, considering the medium-term goals and objectives of the Investment and One-Stop Integrated Services Office over several periods, it is evident that targets and actual outcomes have been lacking. The implementation of job crafting by employees in this sector is expected to help close the gap between set targets and actual results. With job crafting, employees can become more adaptive and motivated to face challenges and improve performance, particularly in achieving the organization's priorities, such as improving the quality of public services and achieving better service index values (Lu & Kluemper, 2024).

Several performance indicators, such as increasing regional investment, investment activities, and quality of public services, show variations between targets and realizations. For example, the realization of regional investment and investment activities in a particular year do not always reach the desired target, as seen in the fluctuating investment figures for PMDN (Domestic Investment) and PMA (Foreign Investment) (Verelst et al., 2021). Through job crafting, it is hoped that employees can create more meaningful work, increase intrinsic motivation, and strengthen the fit between themselves and the roles they play. However, not all employees in government agencies have the capacity and desire to engage in job crafting behavior (Zhou & Lee, 2019). One important factor that can influence job crafting is self-efficacy, which is an individual's belief in their ability to perform certain tasks successfully (Van Den Heuvel, Demerouti, & Peeters, 2015).

In addition, person-job fit, which refers to the match between individual characteristics and the demands and characteristics of the job, can also play an important role as a mediator in the relationship between self-efficacy and job crafting. When employees have strong beliefs in

their abilities (self-efficacy), they tend to be better able to identify opportunities to adjust their work so that it better matches their interests, skills, and values (person-job fit), which ultimately drives their involvement in job crafting behavior (Yang et al., 2023).

Several studies have shown a relationship between job crafting and increased effectiveness in the workplace, increased job satisfaction, and decreased work stress. The motives for job crafting are goal achievement, increased job fit, health, and motivation (Wibisono, 2022). In one study, the dimensions of job crafting significantly affected work-family enrichment, both directly and indirectly, through their influence on work engagement (Van Wingerden, Bakker, & Derks, 2017). Other research explained that there is a positive relationship between self-efficacy and job crafting (Zhou & Wang, 2020). Job crafting can increase positive behavioral mechanisms towards self-efficacy in improving performance (Zhang & Liu, 2023). Based on the phenomena and research gaps observed, the author is interested in researching and testing the mediating role of person-job fit in the relationship between self-efficacy and job crafting, especially in the context of government agencies that often face challenges in providing effective public services (Nasrullah et al., 2025).

2. Literature Review

Self-efficacy and Job Crafting

Job Crafting, which is a proactive action by employees to modify and change aspects of their work, has emerged as an important concept for improving job performance and satisfaction. One of the individual factors thought to influence Job Crafting is Self-Efficacy. According to Luthans in (Wibisono, 2022), Self-efficacy refers to an individual's belief in their ability to mobilize the motivation, cognitive resources, and actions needed to successfully carry out tasks in a given context. Employees with high levels of Self-Efficacy tend to be more confident, persistent, and proactive in facing work challenges. This is thought to encourage them to engage in Job Crafting behavior. This is supported by research conducted by (Zhou & Lee 2019) Where the results of the study explain that there is an influence of Self-Efficacy on Job Crafting. Therefore, the author tries to make the first hypothesis, namely:
Hypothesis 1: Self-efficacy has a positive and significant effect on Job Crafting

Self-efficacy and Person-Job Fit

An individual's belief in their ability to perform certain tasks successfully is an important factor that can influence individual behavior in the workplace. Individuals with high self-efficacy tend to be more confident, persistent, and motivated in carrying out their work. This belief can encourage them to seek and choose work that suits their abilities, interests, and personality. High self-efficacy can also help employees adapt and adjust to job demands. In the study (Zhou & Lee 2019) also explained that there is an influence of Self Efficacy on Person Job fit. Of course, from these references and explanations, the author tries to determine the third hypothesis, namely:
Hypothesis 2: Self-efficacy has a positive and significant effect on Person-Job Fit

Person-Job Fit and Job Crafting

Employees who have a high level of Person-Job Fit tend to feel that their work is in accordance with their abilities, preferences, and needs. In this condition, employees will feel more comfortable, motivated, and have a strong sense of ownership of their work. This can encourage them to be proactively involved in changing and adjusting their work to align with themselves, or what is called Job Crafting. On the other hand, employees with a low level of Person-Job Fit tend to feel less satisfied and motivated in their work. They may be less involved in Job Crafting behavior because they feel that their work is not in accordance with themselves. This explanation is supported by Zhou & Wang (2020) who in their research found that Person-

Job Fit has a positive effect on Job Crafting. Therefore, the second hypothesis that will be proposed is:

Hypothesis 3: Person-Job Fit has a positive and significant effect on Job Crafting

The Role of Person-Job Fit as a Mediating Variable

The relationship between self-efficacy and job crafting is not always direct or simple. One factor that may play an important role as a mediator in this relationship is person-job fit. Person-job fit refers to the extent to which a person's job matches their abilities, skills, interests, and personal values. When employees feel that their job fits them, they are more likely to feel strong self-efficacy, which in turn motivates them to do job crafting effectively. Although in the study by Verelst et al., (2021) there was no Effect of Self Efficacy on Job Crafting with Person Job fit as a mediating variable, in the research plan carried out, the author will still try to test the relationship between the three variables, considering that differences in objects, samples and other things open up opportunities for differences in research results. For this reason, the author makes a fourth hypothesis, namely:

Hypothesis 4: Self-efficacy has a positive and significant effect on Job Crafting through Person-Job Fit

3. Methods

The research conducted is a type of quantitative study employing a causal research design. A causal research design is structured to examine the potential cause-and-effect relationships between variables. This design is considered appropriate for the study, as it aims to determine which variables act as causes and which serve as effects, as well as to analyze the relationship between independent and dependent variables.

This research was conducted at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Indragiri Hilir Regency. The study was carried out over approximately four months, beginning with proposal preparation, preliminary data collection, literature review, research model development, and data collection through questionnaires.

The population is defined as a generalization area consisting of objects or subjects that possess certain qualities and characteristics determined by the researcher to be studied and from which conclusions will be drawn. The population in this study comprised 34 civil servants (ASN) and 31 honorary workers employed at the DPMPTSP of Indragiri Hilir Regency, with a total of 65 individuals. The sample size was determined using the census method, also referred to as saturated sampling. According to this approach, all members of the population are used as the research sample.

Descriptive analysis was employed in this study to gather, organize, process, and analyze data in order to provide an overview of the identified issues. In descriptive analysis, data are typically presented in structured tables or frequency distributions, as well as visual formats such as bar charts, line charts, pie charts, and measures of central tendency and dispersion.

This study utilizes the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method, as the research model includes mediating variables. The analysis was conducted using SmartPLS version 3.29. Hypothesis testing was carried out using the Partial Least Squares (PLS) technique.

a. Outer Model Analysis

This Outer Model Analysis specifies the relationship between latent variables and their indicators, or it can be said that the outer model defines how each indicator relates to its latent variables. Tests carried out on the outer model:
1. Convergent Validity. The convergent validity value is the factor loading value on the latent variable with its indicators. The expected value is >0.7.

2. Discriminant Validity. This value is the cross loading factor value which is useful for determining whether the construct has adequate discriminant, namely by comparing the loading value on the intended construct must be greater than the loading value with other constructs.
3. Composite Reliability. Data that has composite reliability>0.7 has high reliability.
4. Average Variance Extracted (AVE). Expected AVE value >0.5.
5. Cronbach Alpha. Reliability test is strengthened with Cronbach Alpha. Expected value >0.6 for all constructs.

b. Inner Model Analysis

Inner Model Analysis or commonly called Structural Model is used to predict causal relationships between variables tested in the model. This study will explain:
1. Path Coefficient Test
2. Goodness of Fit Test
3. Hypothesis Test

4. Result and Discussion

Discriminant Validity

In this section, the results of the discriminant validity test will be described. The discriminant validity test uses the cross-loading value. An indicator is declared to meet discriminant validity if the cross-loading value of the indicator on its variable is the largest compared to other variables. The following are the cross-loading values of each indicator:

Table 1. Cross Loading Values of Research Variables

Variable	Indicator	X1	X2	Y	Information
Self-Efficacy	X1.1	**0,828**	0,532	0,512	Valid
	X1.2	**0,830**	0,512	0,583	Valid
	X1.3	**0,870**	0,652	0,646	Valid
	X1.4	**0,713**	0,522	0,479	Valid
Person Job fit	X2.1	0,732	**0,885**	0,738	Valid
	X2.2	0,527	**0,840**	0,654	Valid
	X2.3	0,282	**0,670**	0,218	Valid
	X2.4	0,308	**0,547**	0,365	Valid
Job Crafting	Y1.1	0,628	0,612	**0,771**	Valid
	Y1.2	0,465	0,599	**0,668**	Valid
	Y1.3	0,558	0,539	**0,779**	Valid
	Y1.4	0,525	0,589	**0,789**	Valid
	Y1.5	0,458	0,391	**0,699**	Valid
	Y1.6	0,330	0,444	**0,568**	Valid
	Y1.7	0,434	0,420	**0,588**	Valid
	Y1.8	0,529	0,633	**0,731**	Valid

Source: Processed Data, 2024

Based on the data display in table 1 above, it can be seen that each indicator in the research variable has the largest cross loading value on the variables it forms compared to the cross-loading value on other variables. Based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables. In addition to observing the cross-loading value, discriminant validity can also be determined through other methods, namely by looking at the average variant extracted (AVE) value for each indicator, the required value must be > 0.5 for a good model.

Table 2. AVE Values of Squares of Research Variables

Variable	Average Variance Extracted (AVE)	Information
Self-Efficacy	0,695	Valid
Person Job Fit	0,627	Valid
Job Crafting	0,502	Valid

Source: Processed Data, 2024

Based on table 2 above, it shows that the AVE (Average Variance Extracted) value for all constructs has a value >0.50. Therefore, there is no discriminant validity problem in the model being tested.

Table 3. AVE Root Value (Fornell Lacker Criterion)

Variable	SE	PJF	JC
Self-Efficacy	0,704		
Person Job Fit	0,709	0,792	
Job Crafting	0,764	0,707	0,709

Source: Processed Data, 2024

Based on the data presentation in table 3, the results of the discriminant validity analysis, namely the fornell larcker criterion which is the root value of AVE. Based on the table above, all the roots of AVE of each construct have a value that is greater than its correlation with other variables. It can be seen from the value in table 3 that the AVE root value of each variable has a value greater than the AVE value in table 2. Because all latent variables of the AVE root have a greater correlation with other constructs, the discriminant validity requirements in this model have been met.

Composite Reliability

Composite Reliability is a part used to test the reliability value of indicators on a variable. A variable can be stated to meet composite reliability if it has a composite reliability value > 0.7. The following are the composite reliability values of each variable used in this study:

Table 4. Composite Reliability Variables

VARIABLE	Composite Reliability	Cronbach Alpha	Information
Self-Efficacy	0,886	0,853	Reliable
Person Job Fit	0,868	0,894	Reliable
Job Crafting	0,790	0,886	Reliable

Source: Processed Data, 2024

Based on the data presentation in table 4, it can be seen that the composite reliability value of all research variables is > 0.7. This result shows that each variable has met the composite reliability so that it can be concluded that all variables have a high level of reliability. It can be seen that the cronbach alpha value of each research variable is > 0.7. Thus, this result can explain that all research variables have met the requirements of the cronbach alpha value, so it can be concluded that all variables have a high level of reliability.

Analysis of Path Coefficient

Chin said that the R2 result of 0.67 and above for the endogenous latent variable in the structural model indicates that the influence of the exogenous variable (which influences) on the endogenous variable (which is influenced) is included in the good category. Meanwhile, if the result is 0.33 - 0.67, it is included in the moderate category, and if the result is 0.19 - 0.33, it is included in the weak category.
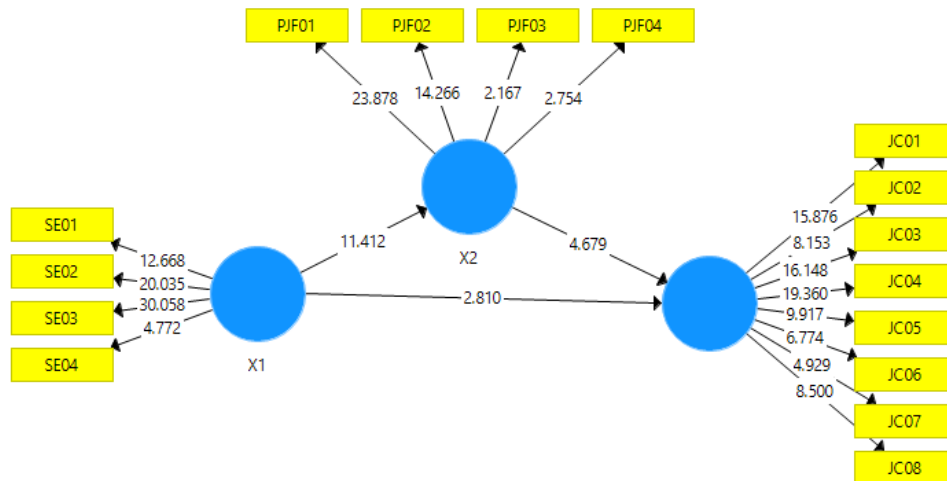
Figure 1 Research Model Results
Source: Processed Data, 2024

Based on the inner model scheme that has been displayed in Figure 1, it can be explained that the path coefficient value, namely the influence of Self Efficacy on Person Job fit is 11.412, the influence of Person Job Fit on Job Crafting is 4.679. And the influence of Self Efficacy on Job Crafting is 2.810. Based on the description of the results, it shows that all variables in this model have a path coefficient with a positive number. This shows that the greater the value of the path coefficient on one independent variable on the dependent variable, the stronger the influence between the independent variables on the dependent variable.

Goodness of Fit
Based on the data processing that has been carried out using the SmartPLS 3.29 program, the R-Square value obtained is as follows:

Table 5 R-Square Values

Variable	R-Square Values
Person Job Fit	0,641
Job Crafting	0,499

Source: Processed Data, 2024

Based on the data presentation in table 5 above, it shows that Self Efficacy is able to explain the variability of the Person Job fit construct by 64.1% and the remaining 35.9% is caused by other constructs that were not studied. While Self Efficacy and Person Job Fit are able to explain the variability of the Job Crafting construct by 49.9% and the remaining 50.1% is explained by other constructs outside this study.

The assessment of goodness of fit is known from the Q-Square value. The Q-Square value has the same meaning as the coefficient determination (R-Square), where the higher the Q-Square, the model can be said to be better or more fit with the data. The results of the calculation of the Q-Square value are as follows:

$$Q\text{-Square} = 1 - [(1 - R^2{}_1) \times (1 - R^2{}_2)]$$
$$= 1 - [(1 - 0{,}64) \times (1 - 0{,}49)]$$
$$= 1 - (0{,}36 \times 0{,}51)$$
$$= 1 - 0{,}183$$
$$= 0{,}817$$

Based on the calculation results above, the Q-Square value is 0.817. This shows the magnitude of the diversity of research data that can be explained by the research model is

81.7%. While the remaining 18.3% is explained by other factors outside this research model. This research model can be stated to have good goodness of fit.

Hypothesis Testing

Hypothesis testing is carried out based on the results of the Inner Model (structural model) test which includes r-square output, parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected, among others, by considering the significance value between constructs, t-statistics, and p-values. Hypothesis testing of this study was carried out with the help of SmartPLS 3.2.9 software. These values can be seen from the bootstrapping results. The rules of thumb used in this study are t-statistics> 1.96 with a significance level of p-value <0.05 (5%) and a positive beta coefficient (Ghozali, 2014) The value of the hypothesis testing of this study can be shown in Table 6.

Table 6. Direct Effect Path Coefficients and P Values

Hyphotesis	Original 'Sample (O)	Sample Mean (M)	T Statistics (|O/STDEV|)	P Values	Conclusion
Self-efficacy > Person Job fit	0,707	0,725	11,412	**0,000**	Accepted
Self-efficacy > Job Crafting	0,709	0,726	10,499	**0,000**	Accepted
Person Job fit > Job Crafting	0,526	0,538	4,679	**0,000**	Accepted
Self-efficacy > Person Jobfit > Job Crafting	0,372	0,389	4,376	**0,000**	Accepted

Source: Processed Data, 2024

1. The Influence of Self Efficacy on Person Job Fit
   The first hypothesis tests whether Self Efficacy has a positive and significant effect on Person Job Fit. From these results, it is stated that Self Efficacy has a beta coefficient of 11.412 and a p value <0.05 on Person Job Fit. The beta coefficient value with a positive direction and a P-value <0.05 (significant) indicates that Self Efficacy has a positive and significant effect on Person Job Fit (hypothesis 1 is accepted).
2. The Influence of Self Efficacy on Job Crafting
   The second hypothesis tests whether it has a positive and significant effect on Job Crafting. From these results, it is stated that Self Efficacy has a beta coefficient of 10.499 and a p value <0.05 on Job Crafting. The beta coefficient value with a positive direction and a P-value <0.05 (significant) indicates that Self Efficacy has a positive and significant effect on Job Crafting (hypothesis 2 is accepted).
3. The Influence of Person Jobfit on Job Crafting
   The third hypothesis tests whether Person Jobfit has a positive and significant effect on Job Crafting. From these results, it is stated that Person Jobfit has a beta coefficient of 4.679 and a p value <0.05 on Job Crafting. The beta coefficient value with a positive direction and a P-value <0.05 (significant) indicates that Person Jobfit has a positive and significant effect on Job Crafting. (hypothesis 3 is accepted).
4. The Influence of Self Efficacy on Job Crafting through Person JobFit
   The fourth hypothesis tests whether Self Efficacy has a positive and significant effect on Job Crafting through Person Jobfit. From these results, it is stated that Self Efficacy has a beta coefficient of 4.376 and a p value <0.05 on Job Crafting. The beta coefficient value with a positive direction and a P-value <0.05 (significant) indicates that Self Efficacy has a positive and significant effect on Job Crafting through Person Jobfit. (hypothesis 4 is accepted).

Discussion

The findings of this study align with Bandura's Social Cognitive Theory (SCT), which suggests that human behavior is shaped by the interaction between personal factors, environmental influences, and behavioral outcomes. Self-efficacy, as a key personal factor,

enhances an individual's confidence in their ability to adapt to job demands, leading to a stronger person-job fit. This supports the theory that individuals with high self-efficacy are more likely to approach tasks with determination, persistence, and resilience. The results also reinforce the self-efficacy theory, which states that individuals' beliefs in their capabilities influence their responses to work challenges and tasks (Akmal & Mehmood, 2022; Gashi Tresi & Mihelič, 2018).

A key implication of this study is the recognition that self-efficacy not only drives individuals to complete their tasks but also fosters job crafting behaviors. Employees with higher self-efficacy are more proactive in modifying their job roles to better align with their personal strengths, aspirations, and work environments (Jiangs et al., 2025; Yangs et al., 2021). Furthermore, our findings confirm that person-job fit serves as a mediating variable, strengthening the relationship between self-efficacy and job crafting. Employees who perceive a strong alignment between their characteristics and job requirements are more likely to engage in proactive work modifications (Sari & Prasetyo, 2020).

From a practical perspective, organizations should focus on enhancing self-efficacy through targeted training and competency development programs. This includes providing relevant technical training in areas such as investment management, integrated licensing services, and information technology mastery. Real-world case studies and simulations can be utilized to help employees develop confidence in their ability to tackle job-related challenges. Additionally, leadership support is crucial in fostering self-efficacy; recognizing employees' achievements—both formally through awards and informally through direct praise—can reinforce their confidence and motivation (Van Den Heuvel, Demerouti, & Peeters, 2015; Van Wingerden, Bakker, & Derks, 2017). Constructive feedback on failures also plays a vital role in ensuring that employees learn from experience rather than becoming discouraged (Zhou & Lee, 2019).

To further strengthen person-job fit, organizations must refine their recruitment processes by aligning employee selection with job demands. The use of psychological assessments and competency-based interviews can improve the accuracy of hiring decisions. Additionally, job design should be periodically evaluated to ensure that tasks remain relevant to employees' evolving skills and interests (Verelst, De Cooman, Verbruggen, van Laar, & Meeussen, 2021). Implementing job rotation programs can provide employees with diverse work experiences, thereby improving their adaptability and overall fit within the organization (Fernández & Martínez, 2019; Kooij et al., 2020).

Finally, fostering a work environment that encourages job crafting is essential for long-term organizational success. A workplace culture that supports employee initiatives to make meaningful changes—such as modifying work methods, enhancing team interactions, or redesigning tasks—can enhance both engagement and job satisfaction (Zhou & Wang, 2020). Employees must also feel psychologically safe to experiment with new ways of working without fear of negative consequences (Yang, Zhou, Peng, & Li, 2023). Moreover, granting employees autonomy in decision-making processes can increase their sense of control over their work, further motivating them to engage in job crafting (Wibisono, 2022).

By integrating these strategies, organizations can create an environment that nurtures self-efficacy, strengthens person-job fit, and ultimately fosters a culture of proactive job crafting. These insights contribute to the broader literature on human resource management and organizational behavior, offering practical implications for both academics and industry practitioners (Zhang & Liu, 2023; Gashi Tresi & Mihelič, 2018).

5. Conclusion

This study contributes to the field of management studies, particularly in human resource management, by examining the influence of self-efficacy on person-job fit and its subsequent impact on job crafting. The findings highlight the importance of fostering employee self-confidence and ensuring alignment between individual characteristics and job demands to create a more productive and innovative work environment. The results indicate that self-efficacy has a positive and significant effect on person-job fit, demonstrating that employees with higher self-efficacy tend to perceive a better fit with their job roles. Furthermore, self-efficacy also positively influences job crafting, suggesting that employees with strong self-belief are more proactive in shaping their work tasks and environment. Additionally, person-job fit plays a crucial role in enhancing job crafting, reinforcing the idea that when employees feel aligned with their job, they are more likely to engage in meaningful work modifications. Moreover, self-efficacy indirectly affects job crafting through person-job fit, emphasizing the mediating role of job alignment in facilitating proactive work behaviors.

While this study provides valuable insights, future research could explore the role of organizational factors, such as leadership styles, work culture, and job autonomy, in strengthening the relationship between self-efficacy, person-job fit, and job crafting. Additionally, expanding the study across different industries and cultural contexts could offer a broader understanding of these relationships. Longitudinal studies may also provide deeper insights into how these variables interact over time, further enriching the theoretical and practical implications of human resource management strategies.

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