

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

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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 require employees who not only perform formal tasks but also proactively adapt and modify their work to meet evolving demands. This adaptive behavior is known as Job Crafting, which refers to employees' actions to change the boundaries, content, and meaning of their work (Xie

et al., 2024). Through Job Crafting, employees can improve the alignment between themselves, their jobs, and the organization, resulting in positive outcomes such as increased motivation, job satisfaction, and enhanced performance. In government institutions, such as the Office of Investment and One-Stop Integrated Services (DPMPTSP), employees often face rigid work routines, strict procedures, and rising public expectations, creating the need for initiative and creativity to better serve the public. For instance, variations in performance indicators, such as regional investment realization and investment activities, indicate that employees often fail to meet organizational targets (Chang & Lee, 2020; Ho et al., 2022). In such contexts, Job Crafting can help employees adapt their roles, enhance intrinsic motivation, and improve the fit between themselves and their work responsibilities.

One crucial factor influencing Job Crafting is self-efficacy, defined as an individual's belief in their ability to successfully perform specific tasks (Shofiah & Raudatussalamah, 2010). Employees with high self-efficacy are more proactive in identifying and overcoming challenges and are more likely to engage in behaviors that enhance their work experience. However, self-efficacy alone is not sufficient to drive Job Crafting effectively. The degree to which employees can craft their jobs also depends on person-job fit, which refers to the compatibility between individual characteristics—such as abilities, interests, and values—and the requirements of their work (Cable & DeRue, as cited in Widyastuti & Ratnaningsih, 2018). When employees perceive a strong alignment between their personal attributes and job demands, self-efficacy is more effectively translated into proactive job-crafting behaviors. Several studies have shown that person-job fit enhances the effectiveness of Job Crafting, yet results remain inconsistent across different organizational contexts (Dergisi & Tarihi, 2018; Akmal & Mehmood, 2022; Lim, 2022).

Despite the recognized relationship between self-efficacy, person-job fit, and Job Crafting, gaps remain in the literature, particularly regarding the mediating role of person-job fit in the link between self-efficacy and Job Crafting. For example, studies by Hendrianto et al. (2024) and Verelst et al. (2021) found that while self-efficacy influences Job Crafting, person-job fit does not significantly mediate this relationship. In contrast, other studies have demonstrated a significant mediating effect of person-job fit in enhancing innovative work behavior and performance outcomes (Akmal & Mehmood, 2022; Lim, 2022). This inconsistency highlights the need for further empirical investigation, particularly in public-sector organizations where performance gaps are evident and adaptive behaviors are critical.

The urgency of this research lies in the increasing demand for efficient and effective public service delivery in government agencies. Employees in agencies such as DPMPTSP must navigate complex regulatory frameworks, tight deadlines, and high public expectations. Job Crafting offers a mechanism for employees to enhance engagement, adapt work processes, and achieve organizational targets more effectively. Exploring how self-efficacy interacts with person-job fit to influence Job Crafting provides novel insights that can inform human resource practices, leadership strategies, and employee development initiatives in the public sector (Sutrisno et al., 2023; Wongsuwan & Na-nan, 2022).

Therefore, the primary objective of this study is to examine the mediating role of person-job fit in the relationship between self-efficacy and Job Crafting, especially in the context of government agencies providing public services. By addressing this research gap, the study seeks to contribute theoretically by clarifying the mechanisms through which self-efficacy translates into adaptive behaviors, and practically by offering recommendations for managers to enhance employee engagement, motivation, and performance through strategic interventions that strengthen self-efficacy and person-job fit. This research aims to support the design of interventions that improve employees' capacity to adapt, innovate, and optimize their roles in complex organizational settings, ultimately improving public service outcomes.

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 (Basito et al., 2018), 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 (Hendrianto et al., 2024) 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 (Toyama & Kato. 2024). 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 (Hendrianto et al., 2024) 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 Kerse (2018) 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 (Hendrianto et al., 2024) 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 research with a causal research design. According to Ebrahimi et al. (2021), a causal research design is a research design designed to examine the possibility of cause and effect between variables. The causal research design is considered appropriate for this research because causal research is used to understand which variables are the cause and which variables are the effect, as well as to determine the relationship between the independent variables and the dependent variables in this research.

This research was conducted at the Investment and One-Stop Integrated Service Office (DPMPTSP) of Indragiri Hilir Regency. This research took approximately 4 months starting from the process of preparing the proposal, collecting initial data, conducting literature studies, designing research models, collecting data from questionnaires.

According to (Sugiyono, 2014) Population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population in this study were 34 ASN and 31 Honorary workers who worked at the Investment and PTSP Office of Indragiri Hilir Regency with a total population of 65 people. The determination of the number of samples used by the author in this study was the census method based on the provisions put forward by (Sugiyono, 2014), which states that: "Saturated sampling is a sampling determination technique when all members of the population are used as samples.

Descriptive analysis is a research method by collecting data, then the data is arranged, processed and analyzed to provide an overview of the existing problems. In descriptive analysis, data is usually displayed in the form of regular tables or frequency tables, graphs, bar charts, line charts, pie charts, data center measures, data distribution measures and so on (Sugiyono, 2014)

This study uses the SEM-PLS analysis method because the variables studied contain mediating variables with Smart-PLS 3.29. Hypothesis testing uses the Partial Least Square (PLS) analysis 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 R^2 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.

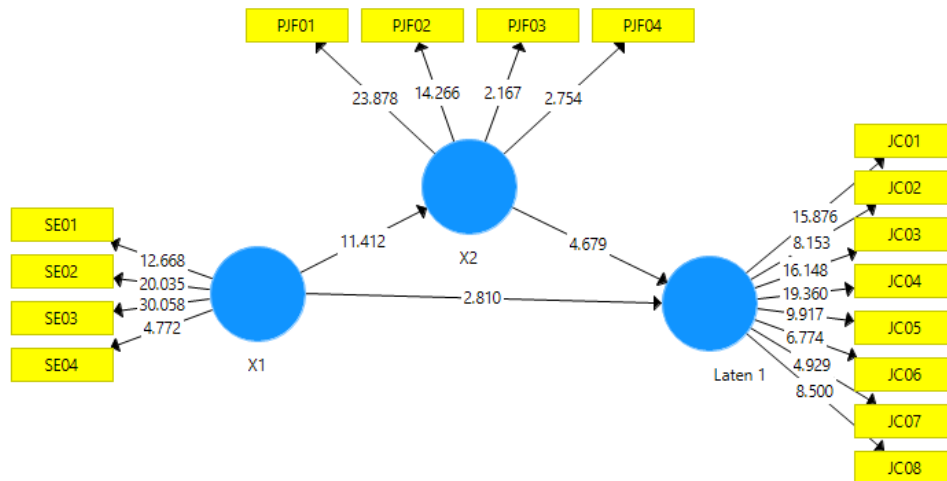


Figure 1 Research Model Results
Source: Processed Data, 2024

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:

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

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

Hypothesis	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 (Shofiah & Raudatussalamah, 2010). The results also reinforce the self-efficacy theory, which states that individuals' beliefs in their capabilities influence their responses to work challenges and tasks (Hendrianto, Husin, & Ambarwati, 2024a).

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. This aligns with the findings of Rastogi and Chaudhary (2018), who emphasized that employees with strong intrinsic motivation are more engaged in shaping their work to enhance both professional and personal fulfillment. 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, a conclusion also supported by Kerse (2018), who found that job crafting enhances person-job fit by allowing individuals to tailor their work environments to their strengths.

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 (Basito, Arthur, & Daryati, 2018). 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. Constructive feedback on failures also plays a vital role in ensuring that employees learn from experience rather than becoming discouraged (Sutrisno et al., 2023).

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 (Widyastuti & Ratnaningsih, 2018). Additionally, job design should be periodically evaluated to ensure that tasks remain relevant to employees' evolving skills and interests. Implementing job rotation programs can provide employees with diverse work experiences, thereby improving their adaptability and overall fit within the organization (Villajos & Garcia, 2019).

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. Employees must also feel psychologically safe to experiment with new ways of working without fear of negative consequences (Akmal & Mehmood, 2022). 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 (Cyntiarani, 2021).

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.

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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