

Job crafting, self-efficacy, and employee performance: The mediating role of work engagement

Job crafting, efikasi diri, dan kinerja pegawai: Peran keterikatan kerja sebagai variabel mediasi

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ABSTRACT

The performance of Civil Servant (ASN) employees plays a crucial role in supporting the success of public service delivery, including in the health sector. This study aims to analyze the influence of job crafting and self-efficacy on the performance of ASN employees at the Banyumas Regency Health Office, while using work engagement as a mediating variable. This study used a quantitative approach to analyze a population of 3,043 ASN employees at the Banyumas Regency Health Office, with a sample of 353 respondents determined using the Slovin formula. Data collection was conducted using a questionnaire in which adapted several questionnaires, including: the Individual Work Performance Questionnaire (IWPQ), the Job Crafting Questionnaire (JCQ), the Self-Efficacy Scale, and the Utrecht Work Engagement Scale (UWES). The results indicate that job crafting and self-efficacy influence employee performance both directly and indirectly through the mediation of work engagement. Theoretically, this research contributes to the development of industrial and organizational psychology studies, particularly on the role of job crafting and self-efficacy in improving performance through work engagement. The results of this study are expected to be the basis for formulating policies and human resource development programs to improve the performance of ASN employees.

ABSTRAK

Kinerja Pegawai Aparatur Sipil Negara (ASN) merupakan faktor penting dalam mendukung keberhasilan penyelenggaraan pelayanan publik, di antaranya adalah pada sektor kesehatan. Penelitian ini bertujuan untuk menganalisis pengaruh job crafting dan efikasi diri terhadap kinerja Pegawai ASN Dinas Kesehatan Kabupaten Banyumas dengan keterikatan kerja sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif. Populasi adalah sejumlah 3043 Pegawai ASN pada Dinas Kesehatan Kabupaten Banyumas, dengan sampel 353 responden yang ditentukan menggunakan rumus Slovin. Pengumpulan data dilakukan menggunakan kuesioner hasil adaptasi dari Individual Work Performance Questionnaire (IWPQ), Job Crafting Questionnaire (JCQ), Self-Efficacy Scale, dan Utrecht Work Engagement Scale (UWES). Hasil penelitian menunjukkan bahwa job crafting dan efikasi diri berpengaruh terhadap kinerja pegawai baik secara langsung maupun tidak langsung melalui mediasi keterikatan kerja. Secara teoritis, penelitian ini berperan dalam pengembangan kajian psikologi industri dan organisasi, khususnya terkait peran job crafting dan efikasi diri dalam meningkatkan kinerja melalui keterikatan kerja. Hasil penelitian ini diharapkan dapat menjadi dasar perumusan kebijakan dan program pengembangan sumber daya manusia guna meningkatkan performance Pegawai ASN.

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1. INTRODUCTION

Within the public sector, *Aparatur Sipil Negara* (ASN), or Indonesia's civil servants, serves as a vital component of the government's human resources and play an essential role in ensuring the effective operation of government organizations. As constituted in Law No. 20 of 2023 on the Civil Service, ASN employees are government employees under employment contracts appointed by personnel management officials, while being assigned with duties in a government position and/or entrusted with other state duties, and are paid in accordance with applicable laws and regulations (Presiden Republik Indonesia, 2023).

The performance of civil servants supports the realization of the government's vision, mission, and policy direction. One of the regional development challenges, as identified in the 2024 evaluation of Banyumas Regency's regional development, is the suboptimal performance of clean, effective, efficient, transparent, and accountable governance in Banyumas Regency. Furthermore, this issue of quality of public services needs to be addressed. One such public service including the public healthcare service (Kabupaten Banyumas, 2025).

Public health is one of the government's key priorities in formulating and implementing policies. Consequently, healthcare services constitute a fundamental component of the healthcare system, with the primary objective of delivering promotive (health promotion), preventive (disease prevention), curative (treatment), and rehabilitative (recovery) services to individuals, families, groups, and communities (Arifin et al., 2023). In government agencies, these services are implemented by the health department.

The results identified by the Human Resources and Development Unit (Badan Kepegawaian Pengembangan Sumber Daya Manusia; BKPSDM) of Banyumas Regency in 2024 for ASN employees in several regional apparatuses, particularly in the health sector, the employee performance gap of Regional Hospital of Banyumas (RSUD Banyumas) shows a figure of 13.14. Based on the data norms, this figure is included in the moderate category.

Meanwhile, public satisfaction serves as an important indicator of the quality of healthcare service, as supported by a study conducted by the Regional Hospital of Banyumas. Based on the results of the public satisfaction standard (SKM) analysis, 20.29 percent of local government agencies experienced a decline in their satisfaction scores compared to the 2023 and 2024 assessment results, and 35.9 percent experienced a decline in their satisfaction scores compared to the first and second semester results of 2024. This survey includes the service performance of staff at the Regional Hospital of Banyumas, Ajibarang Regional General Hospital, and the Regional Technical Implementation Units (UPTD) under the Banyumas Regency Health Office

Taken together, the findings from the performance gap and the public satisfaction survey results indicate the need to investigate the factors influencing the performance of ASN employees. Such an investigation is essential to support efforts to optimize ASN employee performance, particularly at the Banyumas Regency Health Office. Employee performance serves as an indicator of employee's level of achievement in managing a task, while realizing organizational goals as outlined in the organization's strategic planning.

Despite the fact that performance alone is defined as the overall results of an employee's work (Adhari, 2021), constant changes and developments in the work environment also require employees to adapt and take initiative to improve their performance. With the advancement of modern technology, employees are now able to adapt to increasingly complex work,

including maintaining productivity and improving performance. Consequently, the concept of job crafting has emerged as a variable related to work performance.

Job crafting refers to a process in which employees change the way they perform to increase their engagement, whether by developing their technical performance, improving work relationships, or changing the way they view their work. Job crafting allows employees in adapting to their job by involving alternative methods to perform tasks, both physically and psychologically (Wrzesniewski & Dutton, 2001).

Prior studies have examined the effect of job crafting on performance. Cho et al. (2023), Ingusci et al. (2019), and Supriatna et al. (2023) showed that job crafting had a significant positive correlation with employee performance. The result of these studies led to the first hypothesis of this study; job crafting influences the performance of civil servants at the Banyumas District Health Office.

In addition to job crafting, self-efficacy can also influence employee performance. Several studies have been conducted to determine the effect of self-efficacy on performance. Several studies have been conducted to determine the effect of self-efficacy on performance. Affandi & Sutianingsih (2023) and Vitapamoorthy et al. (2021) simultaneously demonstrated that self-efficacy influences performance. Going from this background, this study aims to determine whether self-efficacy also influences the performance of civil servants at the Banyumas Regency Health Office. Thus, the second hypothesis is; "elf-efficacy influences the performance of civil servants at the Banyumas District Health Office.

Furthermore, work engagement consists of several factors that influence employee performance. Work engagement refers to the positive psychological state indicated by a sense of commitment, passion, and enthusiasm for an individual's work. Work engagement drives employees' commitment, both emotionally and physically, by allowing employees feel connected to the work (Leiter & Bakke, 2010). Thus, the third hypothesis of this study is; work engagement influences the performance of civil servants at the Banyumas District Health Office.

Several studies have shown that work engagement is also influenced by job crafting and self-efficacy. Among these, studies conducted by Yao et al. (2022) and Yulianti et al. (2025) demonstrated a relationship between work engagement and employee performance. Studies conducted by Han (2023) and Letona-Ibañez et al. (2021) also support this view by showing results on job crafting positively influences employee work engagement. The fourth hypothesis thus is proposed; job crafting influences work engagement among civil servants at the Banyumas District Health Office.

Study by Fahrizal & Munir (2022) and Puspitawati et al. (2025) shows that self-efficacy has a positive effect on employee work engagement. Specifically, high levels of self-efficacy will strengthen work engagement as employees feel empowered spiritually, socially, and professionally, as well as being responsible and proud of their contributions, both at work and in society. Conversely, based on study conducted by Anam & Anggarani (2023), self-efficacy does not directly affect employee work engagement at a company in Tangerang, however it is shown that self-efficacy has an indirect effect on work engagement through the mediation of organizational trust. The different results between studies further implies a research gap that encourages similar research. Thus, the fourth hypothesis is proposed; self-efficacy influences work engagement among civil servants at the Banyumas District Health Office.

Several studies have used work engagement as a mediator of factors influencing

employee performance. Among these are the studies by Huang et al. (2022) which demonstrated that work engagement mediated the influence of mindfulness on employee performance. Work engagement also shown to mediate the influence of transformational leadership on contextual performance among employees at several companies in the United States (Zaw, 2022). Moreover, work engagement also shown to mediate the influence of quality of work life on the performance of hospital nurses in Tangerang (Lestari et al., 2025).

Taken together, a relationship is identified among the variables examined in this study. Previous studies have also confirmed the relationships between these variables, although the findings remain inconclusive and most studies have examined the variables independently. As an effort to address the gap, this study examines work engagement as a mediating variable in the relationships between job crafting and employee performance, as well as between self-efficacy and employee performance. It is essential to examine whether work engagement can serve as a mediator bridging the correlations between job crafting and performance, as well as between self-efficacy and performance. While job crafting and self-efficacy have positive effects on performance, these effects may occur through work engagement as a mediator. Thus, sixth hypothesis is proposed; work engagement mediates the effect of job crafting on performance among civil servants at the Banyumas District Health Office and a seventh hypothesis that work engagement mediates the effect of self-efficacy on performance among civil servants at the Banyumas District Health Office.

2. METHODS

Research Design

A quantitative approach is employed in this study to test the proposed hypotheses (Sugiyono, 2011) by examining causal relationships among variables using statistical analysis. Specifically, to analyzes the direct and indirect relationships between job crafting, self-efficacy, work engagement, and employee performance.

Participants

The population in this study consisted of 3,043 civil servants in the health sector within the Banyumas Regency Government, worked at the Health Service Office and Regional Technical Implementation Unit (UPTD) within Banyumas Regency Health Service, consisting of the Regional Hospital of Banyumas, Ajibarang Regional General Hospital, Purwokerto Eye Hospital, Medical Equipment and Pharmaceutical Supply Unit, Public Health Laboratory, Kartini Primary Mother and Child Clinic, Lung Clinic and Public Health Center (Puskesmas).

The sample used in this study were 353 employees, which in accordance to the standards of Slovin calculation formula (Machali, 2021). The sampling technique used was probability sampling, a sampling technique in which each member of the population has an equal chance of being selected as a sample (Sugiyono, 2013). This study also used a proportional random sampling technique, a sampling technique based on the proportion of each group (Machali, 2021). This technique was selected to address the Health Office's diverse work units.

Instruments

The data were collected through questionnaires using measurement scales. This study employed a five-point Likert scale, ranging from 1 to 5.

Employee performance was measured using a modified version of the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014). The instrument assesses performance through three dimensions: task performance, contextual performance, and counterproductive work behavior. Job crafting was measured using a modified version of the Job Crafting Questionnaire developed by Slemp & Vella-Brodrick (2013), which consists of three dimensions: task crafting, cognitive crafting, and relational crafting.

Self-efficacy was assessed using a modified version of the Self-Efficacy Scale proposed by Loeb (2016), comprising three dimensions: occupational self-efficacy, emotional self-efficacy, and social self-efficacy. Meanwhile, work engagement was measured using a modified version of the Utrecht Work Engagement Scale (UWES) developed by Schaufeli & Bakker (2004), which evaluates three dimensions of work engagement: vigor, dedication, and absorption.

The modification process began with adapting the original language into Bahasa Indonesia through translation by the Language Development Center at Universitas Muhammadiyah Purwokerto (LDC UMP). Subsequently, modifications were made to align with the conditions of the subject.

The final stage involved evaluating content validity through expert judgment provided by five experts with academic expertise and experience in the field of industrial and organizational psychology, comprising faculty members from Universitas Gadjah Mada and Universitas Muhammadiyah Purwokerto. The input was taken into consideration to refine the wording of the items, ensure readability, and improve conceptual accuracy so that the scale remains valid when used in the Indonesian cultural context. No items were deleted or reduced in this stage.

Data Analysis

The data analysis used in this study was Path Analysis, conducted using Structural Equation Modeling (SEM) Partial Least Squares. Path analysis is a statistical method used to analyze the correlation between variables in a model (Sihombing & Arsani, 2022). By mapping the influence paths between variables, path analysis helps minimize the complexity of correlations in a system. Data analysis in this study used SmartPLS 4.0 software, employing the PLS algorithm and bootstrapping methods.

The subsequent analysis in this study used partial least squares (PLS). PLS is a pattern or model reflecting SEM based on components or variances. PLS can be used to examine whether there is a correlation between latent variables by involving two stages: model measurement, commonly referred to as the outer model, and measurement of the structural model, or inner model.

3. RESULTS AND DISCUSSION

Characteristics of Research Respondents

The respondents in this study consisted of 353 ASN employees working in the health sector within the Banyumas Regency Government. The majority of respondents were female, accounting for 75.35 percent of the total sample. This proportion is consistent with the overall demographic composition of ASN employees in the Banyumas Regency Government, where

female employees represent a larger proportion (65.11 percent) compared to male employees (34.89 percent). Therefore, the sample reflects the predominance of female ASN employees within the population.

Regarding age distribution, most respondents were between 30 and 40 years old, accounting for 37.68 percent of the sample. Respondents aged over 50 years represented the smallest proportion, comprising 13.60 percent. The oldest respondent was 58 years old, while the youngest was 25 years old.

In terms of educational background, the majority of respondents held a bachelor's degree (S1), representing 47.88 percent of the sample. Meanwhile, respondents with a high school education or equivalent comprised the smallest proportion, at 3.4 percent. Regarding work experience, most respondents had worked for more than 10 years (60.34 percent), while those with less than one year of experience represented the smallest proportion (2.83 percent). The demographic characteristics of the respondents in this study are presented in Table 1.

Table 1. Respondent characteristics data

Characteristics	Categories	Total	Percentage (%)
Gender	Male	87	24.65
	Female	266	75.35
Age	≤ 30 years	58	16.43
	30 - ≤40 years	133	37.68
	40 - ≤ 50 years	114	32.29
	> 50 years	48	13.60
Education	Senior High School	12	3.4
	Diploma III	150	41.49
	Bachelor	169	47.88
	Magister	22	6.23
Tenure	≤ 1years	10	2.83
	1-5 years	99	28.05
	6-10 years	31	8.78
	≥ 10 years	213	60.34

Validity and Reliability Analysis

Second-order analysis is employed and conducted in two stages. In the first stage, the items were measured in each dimension. From the results of the convergent validity test, the three items in the absorption dimension in the work engagement variable were dropped since the outer loading value was less than 0.60, namely items A2, A5, and A6. After the re-analysis process, the remaining items were considered valid, as they demonstrated outer loading values exceeding 0.60 and average variance extracted (AVE) values above 0.50. Based on the results of the Heterotrait-Monotriat Ratio of Correlations (HTMT) measurement, the HTMT value of all dimensions and variables is less than 0.9, indicating the established discriminant validity. Based on the results of the composite reliability and Cronbach's alpha analyses, all constructs demonstrated Cronbach's alpha and composite reliability values above 0.70, indicating that the measurement instruments have achieved acceptable reliability.

Based on the validity and reliability assessments conducted in the second stage, all measurement instruments were found to be valid and reliable. This is demonstrated by the outer loading values of all dimensions for each variable, which exceeded 0.60, and the average variance extracted (AVE) values, which were above 0.50, indicating adequate convergent validity. Furthermore, the HTMT values for all variables were below 0.90, confirming discriminant validity. The composite reliability and Cronbach's alpha values also exceeded 0.70, indicating that all constructs achieved acceptable reliability.

R-Square and F-Square Test Analysis

Based on the R-square analysis, employee performance can be explained by job crafting and self-efficacy variables by 67.6 percent, while the remaining 32.4 percent is explained by other factors outside the research model. Furthermore, work engagement can be explained by job crafting and self-efficacy variables by 66.5 percent, with the remaining 33.5 percent attributed to other variables. The R-square value of 0.676 indicates a strong explanatory power, whereas the value of 0.665 indicates moderate explanatory power. The results are presented in Table 2.

Table 2. R-square test analysis

Variables	R-square	R-square adjusted
Performance	0.676	0.673
Work Engagement	0.665	0.663

Based on the results of the F-square analysis, the effect of job crafting on employee performance was 0.049, which is classified as a weak effect. The effect of job crafting on work engagement was 0.160, indicating a moderate effect. Similarly, self-efficacy demonstrated a moderate effect on both employee performance (0.184) and work engagement (0.280). Meanwhile, the effect of work engagement on employee performance was 0.053, which is categorized as a weak effect. The results are presented in Table 3.

Table 3. F-square test analysis

Variables	F-square
Job Crafting → Performance	0.049
Job Crafting → Work Engagement	0.160
Self-Efficacy → Performance	0.184
Self-Efficacy → Work Engagement	0.280
Work Engagement → Performance	0.053

Hypothesis Test Results

Based on the results of the path analysis, all hypotheses proposed in this study were accepted, as they demonstrated T-values greater than 1.96 and P-values below 0.05. These findings indicate that all tested relationships among the variables were statistically significant.

Table 4. Hypothesis testing

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/ STDEV)	P values	Information
Job Crafting → Performance	0.218	0.220	0.059	3.720	0.000	H ₁ accepted
Self-Efficacy → Performance	0.372	0.373	0.051	7.315	0.000	H ₂ accepted
Work Engagement → Performance	0.443	0.442	0.063	7.026	0.000	H ₃ accepted
Job crafting → Work Engagement	0.491	0.490	0.050	9.833	0.000	H ₄ accepted
Self-Efficacy → Work Engagement	0.225	0.224	0.060	3.779	0.000	H ₅ accepted
Job crafting → Work Engagement → Performance	0.084	0.083	0.024	3.424	0.001	H ₆ accepted
Self-Efficacy → Work Engagement → Performance	0.111	0.110	0.032	3.434	0.001	H ₇ accepted

Discussion

This study aims to examine the effects of job crafting, self-efficacy, and work engagement on performance while also examined the influence of job crafting and self-efficacy on work engagement and whether work engagement acts as a mediator in the influence of job crafting and self-efficacy on performance.

Based on the results of this study, all proposed hypotheses were supported. These findings are consistent with previous studies conducted by Supriatna et al. (2023), Mulyono & Ilhami (2025), Ranihusna et al. (2022), and Shang (2022). According to the Job Demands-Resources (JD-R) theory proposed by Bakker & Demerouti (2014), positive job resources and personal resources contribute to improved employee performance. In addition to job demands and personal resources, job crafting is also recognized as an important element within the JD-R framework.

First, job crafting was found to have a direct and significant positive effect on employee performance. This finding supports previous research by Supriatna et al. (2023), Mulyono & Ilhami (2025), Ranihusna et al. (2022), and Shang (2022). Job crafting enables employees to proactively modify their tasks, relationships, and perceptions of work, allowing them to better align their roles with personal strengths and organizational goals.

Second, self-efficacy was found to have a direct and significant positive effect on employee performance. This result is consistent with previous studies by Laksmi et al. (2021), Kabakoran et al. (2023), and Novrianti & Shofiyah (2024). Based on the JD-R theory, self-efficacy represents an important personal resource that influences employee outcomes. Personal resources include self-efficacy, optimism, personal effectiveness, resilience, and self-esteem (van Wingerden, 2016), which support employees in overcoming challenges and achieving better performance.

Third, work engagement was found to have a direct and significant positive effect on employee performance. This finding aligns with previous research by Salmiati & Endratno (2023), Prasetyani et al. (2022), Suprihatin & Wediawati (2024), and Amjed et al. (2021). Employees with higher levels of work engagement tend to demonstrate greater dedication, enthusiasm, and involvement in completing their responsibilities.

Fourth, job crafting was found to have a direct and significant positive effect on work engagement. This finding is supported by previous studies conducted by Tama & Jarodi (2024), Havila & Budiman (2022), Maghfirah et al. (2023), and Wardani et al. (2023). Through job crafting, employees can create a better fit between their abilities, interests, and job demands, which enhances their psychological connection with their work.

Fifth, self-efficacy was found to have a direct and significant positive effect on work engagement. This result is consistent with research conducted by Safariningsih et al. (2022), Aulia et al. (2022), and Magdalena & Santosa (2025). Employees with higher self-efficacy tend to be more confident in managing work challenges, which encourages greater motivation and involvement in their work.

Sixth, job crafting was found to have an indirect and significant positive effect on employee performance through the mediation of work engagement. This finding supports previous research by Prasetyani et al. (2022), Negoro et al. (2025), and Shang (2022), which demonstrated that work engagement serves as a mediating mechanism in the relationship between job crafting and performance.

Seventh, self-efficacy was found to have an indirect and significant positive effect on employee performance through the mediation of work engagement. This finding is consistent with studies by Bernales-Turpo et al. (2022) and Wargoputri et al. (2024), which confirmed the mediating role of work engagement in explaining how self-efficacy influences employee performance.

Although the results of this study prove all hypotheses, several limitations are also identified. First, the study was conducted at a specific point in time, hence the relationship between variables reflects the conditions at the exact time of the study. Second, the study subjects were limited to civil servants at the Banyumas Regency Health Office. As consequence, the results cannot necessarily be generalized to other subjects. Third, all variables were measured using a self-report questionnaire, with the risk potential of introducing subjective bias in respondents, such as social desirability bias, or the tendency for respondents to provide answers that are considered socially correct. Fourth, there are diverse characteristics among work units.

The study respondents came from various work units within the Banyumas Regency Health Office, such as departments, hospitals, public health centers, and other technical implementation units, each with different task characteristics and workloads. This study has not specifically analyzed the differences in these work unit characteristics, meaning their potential influence on the research results cannot be further investigated. Fifth, the measurement of performance in this study relied solely on the perceptual Individual Work Performance Questionnaire (IWPQ) and was not supplemented by more objective measures, such as supervisor assessments or formal organizational performance data. Therefore, the findings may still be influenced by respondents' subjective perceptions.

Given the limitations of this study, it is recommended that further research to address the following: First, future research should employ a longitudinal or experimental design to provide a more in-depth explanation of the relationships between variables and not be limited to the conditions at the time of the study. Second, future research could expand the research model by adding other variables that could potentially influence employee performance, thereby gaining a more comprehensive understanding of the factors influencing employee

performance. Third, future research could combine quantitative and qualitative approaches (mixed methods), such as interviews or focus group discussions (FGDs), to gain a deeper understanding of the dynamics of job crafting, self-efficacy, and work engagement in the context of ASN employee performance.

4. CONCLUSION AND RECOMMENDATIONS

This study concludes that job crafting and self-efficacy influence performance both directly and indirectly through the mediation of work engagement. Job crafting and self-efficacy are proven to influence work engagement and work engagement is proven to mediate the influence of job crafting and self-efficacy on performance. Based on this research, one way to improve employee performance is through improving employee job crafting, self-efficacy and work engagement. For employees, performance improvement can be done by encouraging increased self-efficacy, job crafting and work engagement through participation in various competency development activities related to these aspects. For organizations, specifically the Banyumas Regency Health Office, the results of this study can be used as a basis for designing human resource policies and programs development. Agencies are advised to provide space and support for employees in improving job crafting, such as through providing work autonomy, competency development opportunities, and creating a work environment that supports employee initiative and creativity, especially those focused on improving employee job crafting, self-efficacy, and work engagement.

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