

THE EFFECT OF JOB CRAFTING AND SELF EFFICACY ON EMPLOYEE PERFORMANCE WITH WORK ENGAGEMENT AS AN INTERVENING VARIABLE (STUDY ON PLTU SALIRA 1X660 MW PT LESTARI BANTEN ENERGI)

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Keywords

job crafting, self efficacy, work engagement, employee performance

ABSTRACT

This study aims to test and analyze the influence of employee job crafting and self-efficacy to increase work engagement and improve employee performance. 126 respondents of PT Lestari Banten Energi were selected for the study. The measurement model test in this study was carried out. The structural model was evaluated using R-square for the dependent variable, the Stone geisser Q-square test for predictive relevance, and the t-test to assess the significance of the structural path parameter coefficient. The results showed that (1) there is a positive and significant influence of job crafting on the work engagement of employees, so that the higher the job crafting of employees owned, the better the performance will be. (2) There is an influence of work engagement on the performance of employees because the $T_{static} (3,957) > T_{table} (1,96)$ and $P_{value} (0,000) sig (0,05)$ values. (3) There are two factors that mediate the positive influence of the two factors: (1) job crafting, (2) work engagement, and (3) work engagement.

INTRODUCTION

In organizations or agencies, human resources are considered a very valuable asset because they will greatly affect the performance of employees of a company or organization (Puspitasari & Prahiawan, 2018). Having good performance can support the achievement of goals and objectives that have been set by business entities, to be able to have high and good performance, an employee in carrying out his work must have expertise and skills that are in accordance with the work he is engaged in. Worker performance is very important because only with good performance will the company grow. There is never a story that if the performance of workers is poor, the company's performance will be good. If that is the case, then it is just the company's luck and this kind of thing cannot go on continuously. This means that worker performance remains the most important thing (Rokhayati et al., 2017).

Good employee performance reflects the ability to contribute through works that lead to the achievement of behaviors that are in line with the goals of the company or organization (Apriyanti et al., 2021). The positive impact of employee performance on organizational effectiveness has prompted researchers to identify and examine the causes of employee performance to improve company performance. Factors that affect performance are employee needs, work motivation, job satisfaction, and work participation (Riyanto et al., 2021). Some of these factors are related to job crafting and work engagement, because individuals are related to the way employees do job crafting, in an effort to improve employee performance, one of which can be achieved by job crafting in employees (Albana, 2019).

Job crafting has a positive impact on an employee to take control of work. If an employee has a desire to change the character of a certain job, then it is expected that they will change it based on

their confidence that the change will make their experience better and they feel that they have control over the work they do. Job crafting has a positive correlation with performance (Albana, 2019). Job crafting will take the initiative to find new ways by eliminating negative judgments of his job demands and looking positively at the organization where he works (Apriyanti et al., 2021). Having employees with a high level of job crafting is an advantage for the company. Employees with a high level of job crafting will be triggered to contribute beyond the demands of their roles in the workplace (Petrou et al., 2018). Job crafting can be influenced by self-efficacy and the need for social interaction (Nkansah et al., 2024). Therefore, it is important to research self-efficacy because it will also have an impact on employee performance.

High self-efficacy employees tend to show persistence and intensity in their approach to their job role and seek more challenging goals (Saadi, 2021). Self-confidence tends to be high if possessed by employees makes them feel more confident, strive and develop strategies in completing challenging tasks (Abid et al., 2021). Based on the findings expressed by Ingusci et al. (2019), it can be concluded that employees who have a high level of self-confidence tend to be more active in job crafting.

One of the internal factors that affect individual performance and satisfaction is self efficacy, where self efficacy is an individual's belief to motivate himself or herself when carrying out tasks, facing obstacles and painful experiences, the stronger the self efficacy that exists in the individual, the more active the effort he is making (Ramadhan & Budiono, 2023). Employees with high levels of self-efficacy consider the workplace as a place where they have the ability to handle challenging demands effectively with effort and perseverance (Ranihusna et al., 2022). Self efficacy is influenced by many factors. Factors that affect self-efficacy are success experiences, other people's experiences, and social persuasion (Farida & Hendarsjah, 2022).

Employee work attachment is a key that explains the relationship between the characteristics of each individual and organizational factors in employee performance. This explains that job crafting and self-efficacy are closely related to the work engagement owned by an employee (Al Badi et al., 2023).

Work Engagement is an important issue in human resources, because it can contribute to the company, an employee who has a work bond will love his work and work wholeheartedly so that employees can improve their performance to the maximum (Rahmayani & Wikaningrum, 2022). Work engagement has a positive influence on employee performance, if subordinates can meet existing performance standards, implement regulations well, and have more effort so that work engagement will increase (Kustya & Nugraheni, 2020). With work engagement, organizations can find out how employees feel about their work and determine if they have the motivation to do extra work and support the company (Ramadhan & Budiono, 2023). Engaged individuals tend to have high levels of energy and mental resilience and are willing to put in the effort for their work even when facing difficulties. So, when engaged employees pursue work, they gain more knowledge and skills that enable them to work better and be successful at work.

Employees with a high level of sense of attachment to their work (work engagement) tend to be more diligent in doing their tasks, fully involved in their work, and able to handle the pressure associated with their work. So, when engaged employees pursue work, they gain more knowledge and skills that enable them to work better and be successful at work. Research by Kustya & Nugraheni (2020) shows that work engagement has a significant influence on employee performance and also research from Breevaart et al. (2015) shows that work engagement has a positive influence on employee performance, this shows that work engagement is an important variable as a mediator to improve employee performance.

This study aims to test and analyze the influence of employee job crafting and self-efficacy to increase work engagement and improve employee performance. The benefit of this research is to be able to be a reference for future research, especially focusing on job crafting, self efficacy, work engagement, and employee performance. By presenting data, information, and empirical test results, this research can provide useful references for researchers, and this research is also expected to provide more information and references for interested parties, such as companies, researchers, or other parties. This is especially in terms of the importance of job crafting and self-efficacy in improving employee engagement and employee performance.

METHODS

This study adopts a quantitative approach to examine the relationship between variables, allowing for the empirical testing of theories. This approach enables the collection of measurable data that can be statistically analyzed, producing objective and systematic insights based on empirical evidence. The focus of this research is to improve employee performance at PT Lestari Banten Energi by investigating the factors that contribute to this improvement. As a type of causal research, it aims to uncover cause-and-effect relationships between various management-related concepts and variables. By employing this approach, the study seeks to provide a deeper understanding of how specific factors influence employee performance at the company.

The population in this study is all permanent employees of PT Lestari Banten Energi totaling 250 people. However, not all employees became the subject of the study. Further, the research subject attempted to establish a sample of respondents. The analysis method used was SEM analysis, with a sample consisting of 126 employees of PT Lestari Banten Energi. Data processing is carried out using SmartPLS 3.2.9 software. The descriptions of respondents collected through online questionnaires using Google Form links include characteristics such as gender, age, length of employment, and recent education.

RESULTS

Measurement Model Test Results (Outer Model)

On 126 respondents of PT Lestari Banten Energi employees, the measurement model test in this study was carried out. From the data processing that has been carried out, the outer loading and AVE can be presented as follows:

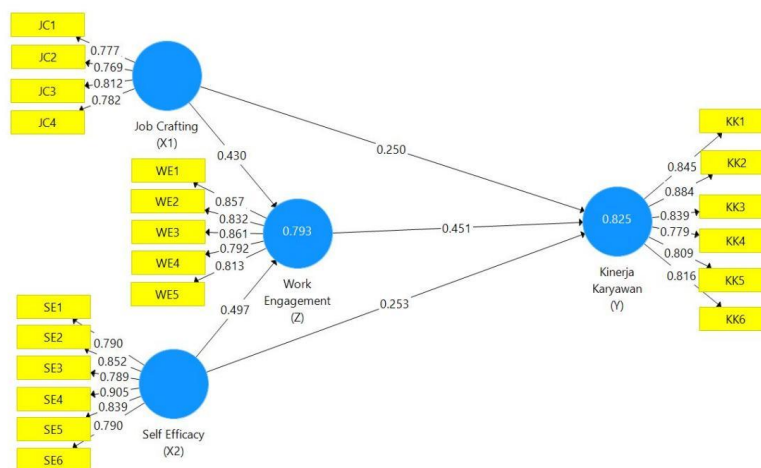


Figure 1. Outer Model Results

Source : SmartPLS 3.2.9 output processed 2024

To test the results of convergen validity and discriminant validity, this study uses the value of outer loading and average variance extracted (AVE). The indicator is considered to meet the convergen validity assumption if the outer loading value > 0.6 . Meanwhile, discriminant validity is considered to be satisfied if the AVE value of the construct > 0.5 (Ghozali, 2016).

From the figure above, it can be seen that the range of outer loading values for the four research variables is as follows: Job crafting with the lowest score of 0.769 and the highest value of 0.812, self efficacy with the lowest value of 0.790 and the highest value of 0.905, employee performance with the lowest score of 0.779 and the highest value of 0.884, and work engagement with the lowest value of 0.792 and the highest value of 0.861. By referring to the convergent validity assumption requirement, the results of the outer model show that all indicators are considered valid.

Based on the outer model, the values of discriminant validity and realibility construct can be known as follows:

Tabel 1. Construct Reliability dan Validity

Matrix	Cronbach's alpha	Rho_A	Composite reliability	Average Variance Extracted (AVE)
Job Crafting	0.793	0.794	0.866	0.617
Employee Performance	0.909	0.911	0.930	0.688
Self Efficacy	0.908	0.911	0.929	0.687
Work Engagement	0.888	0.889	0.918	0.692

Source : SmartPLS 3.2.9 output processed 2024

From table 1, it can be concluded that all research variables have an AVE value of > 0.5 which means that the assumption of discriminant validity has been met and passed the validity test. The next step is to conduct a reliability test to measure the consistency of respondents' answers to all research instruments, this can be done by looking at composite reliability and Cronbach's alpha values.

The research instrument is declared reliable if it has a composite reliability value and Cronbach's alpha > 0.7 (Ghozali, 2016). Based on the table above, it can be concluded that all research variables have obtained composite reliability values and Cronbach's alpha > 0.7. Thus, all instruments in this study are confirmed to have met the reliability assumption (passed the reliability test) and can proceed to the stage of testing the structural model (inner model).

Structural Model Test Results (Inner Model)

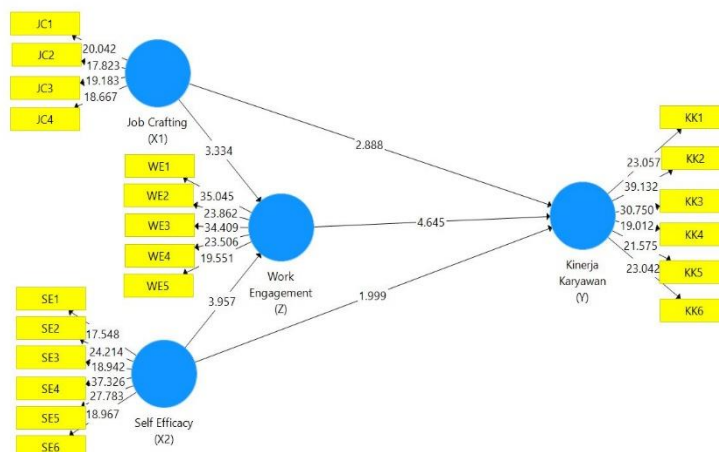


Figure 2. Structural Model Test Results (Inner Model)

Source : SmartPLS 3.2.9 output processed 2024

Testing the structural model was carried out to assess the extent of the relationship between the variables that have been proposed in the hypothesis, the impact of the influence of independent variables on the dependent variables, and the compatibility between the hypotheses that have been determined. The test results are shown in the following table:

Tabel 2. Path Coefficient

No.	Hypothesis	Path Coefficient
1	Job Crafting terhadap Work Engagement	0.430
2	Self Efficacy terhadap Work Engagement	0.497
3	Job Crafting on Employee Performance	0.250
4	Self Efficacy on Employee Performance	0.253
5	Work Engagement on Employee Performance	0.451

Source: SmartPLS 3.2.9 output processed 2024

From the test results outlined in table 2, it can be explained as follows:

- 1) Job crafting on work engagement has a path coefficient of 0.430, meaning that there is a positive influence of job crafting on work engagement. A positive sign in the path coefficient shows that the better the level of job crafting in PT Lestari Banten Energi employees, the better the level of employee work engagement.
- 2) Self efficacy on work engagement has a path coefficient of 0.497, meaning that there is a positive influence of job crafting on work engagement. A positive sign in the path coefficient shows that the better the level of self-efficacy in PT Lestari Banten Energi employees, the better the work engagement.
- 3) Job crafting on employee performance has a path coefficient of 0.250, meaning that there is a positive influence of job crafting on employee performance. A positive sign on the path coefficient shows that the better the level of job crafting in PT Lestari Banten Energi employees, the better the employee performance will improve.
- 4) Self efficacy on employee performance has a path coefficient of 0.253, meaning that there is a positive influence of self efficacy on employee performance. A positive sign in the path coefficient shows that the better the level of self-efficacy in PT Lestari Banten Energi employees, the better the employee performance.
- 5) Work engagement on employee performance has a path coefficient of 0.451, meaning that there is a positive influence of work engagement on employee performance. A positive sign in the path coefficient shows that the better the level of work engagement among PT Lestari Banten Energi employees, the better the employee performance will also increase.

Furthermore, the evaluation of the structural model was carried out using R-square for the dependent variable, the Stone geisser Q-square test for predictive relevance and the t-test to assess the significance of the structural path parameter coefficient. In the PLS model assessment, the evaluation starts with an R-square for each latent variable with a dependent variable and the interpretation is the same as the interpretation process in the regression analysis.

In this study, the simultaneous correlation between the independent variable and the dependent variable was assessed through the R-Square value, which then the results were presented in the following table:

Tabel 3. R-Square

Matrix	R-Square	Adjusted R-Square
Work Engagement	0.793	0.790
Employee Performance	0.825	0.821

Source : SmartPLS 3.2.9 output processed 2024

From the table above, it can be seen that the R-Square value for the employee performance model is 0.825, indicating that the correlation between the independent variables (job crafting, self efficacy and work engagement) and the dependent variables (employee performance) is strong. Likewise, for work engagement, the R-Square value is 0.793, which is also included in the strong category. These results indicate that work engagement has a contribution of 79.3% ($0.793 \times 100\%$) in influencing employee performance while the remaining 20.7% is influenced by other variables that are not studied. Meanwhile, employee performance was influenced jointly (simultaneously) by job crafting, self efficacy and work engagement by 82.5% ($0.825 \times 100\%$), by 17.5% the remaining was influenced by other factors that were not studied in this study.

Furthermore, the evaluation of the structural model was carried out using the F-Square test to evaluate how much influence the independent latent variable had on the dependent latent variable. According to Ghazali (2016), the criteria in measuring F-Square are as follows: If the F-Square value is 0.35 indicates that the influence between independent latent variables on dependent latent variables is large. If the F-Square value is 0.15, it indicates that the influence between independent latent variables on dependent latent variables is moderate or intermediate. Meanwhile, if the F-Square value is 0.02, it indicates that the influence between independent latent variables on dependent latent variables is small.

Table 3. F-Square

Matrix	Job Crafting (X1)	Employee Performance (Y)	Self Efficacy (X2)	Work Engagement (Z)
Job Crafting	-	0.081	-	0.256
Employee Performance	-	-	-	-
Self Efficacy	-	0.078	-	0.340
Work Engagement	-	0.242	-	-

Source : SmartPLS 3.2.9 output processed 2024

Based on the table, it can be concluded that the large relationship between the influence of independent latent variables on dependent latent variables is as follows:

- 1) Job Crafting (X1) to Employee Performance (Y) = 0.081 (Small)
- 2) Job Crafting (X1) to Work Engagement (Z) = 0.256 (Moderate)
- 3) Self Efficacy (X2) to Employee Performance (Y) = 0.078 (Small)
- 4) Self Efficacy (X2) terhadap Work Engagement (Z) = 0.340 (Sedang)
- 5) Work Engagement (Z) to Employee Performance (Y) = 0.242 (Moderate)

Hypothesis Test

Table 4. Results of the Bootstrapping Hypothesis Test

Hypothesis	Path Coefficient	Original Sample (O)	Sample Mean	Standard Deviation (STDEV)	Tstatic (O/STDEV)	P Value
H1	Job Crafting -> Work Engagement	0.430	0.410	0.129	3.334	0.001
H2	Sel Efficacy -> Work Engagement	0.497	0.519	0.125	3.957	0.000
H3	Job Crafting -> Employee Performance	0.250	0.242	0.086	2.888	0.004
H4	Efficacy Cells -> Employee Performance	0.253	0.267	0.127	1.999	0.046
H5	Work Engagement -> Employee Performance	0.451	0.444	0.097	4.645	0.000

Source : SmartPLS 3.2.9 output processed 2024

Based on the results of the hypothesis test in table 4.14, it can be explained as follows:

- 1) Hypothesis 1: From the table data, it is known that job crafting for work engagement obtained a Tstatic of 3.334 and a Pvalue of 0.001. These results show that job crafting has a positive and significant effect on work engagement because the Tstatic (3,334) > Ttable (1.96) and Pvalue (0.001) < sig (0.05) values. Thus, it can be concluded that the first hypothesis is accepted which states that job crafting has a positive and significant effect on work engagement. The higher the employee's job crafting, the higher the employee's work engagement.
- 2) Hypothesis 2: From the table data, it is known that self-efficacy for work engagement obtained a Tstatic of 3.957 and a Pvalue of 0.000. These results show that self-efficacy has a positive and significant effect on work engagement because the Tstatic (3,957) > Ttable (1.96) and Pvalue (0.000) < sig (0.05) values. Thus, it can be concluded that the second hypothesis is accepted which states that self-efficacy has a positive and significant effect on work engagement. The higher the employee's self-efficacy, the higher the employee's work engagement.

- 3) Hypothesis 3: From the table data, it is known that job crafting on employee performance obtained a Tstatic of 2.888 and a Pvalue of 0.004. These results show that job crafting has a positive and significant effect on employee performance because the value of Tstatic (2.888) > Ttable (1.96) and Pvalue (0.004) < sig (0.05). Thus, it can be concluded that the third hypothesis is accepted which states that job crafting has a positive and significant effect on employee performance. The higher the employee's job crafting, the higher the employee's performance.
- 4) Hypothesis 4: From the table data, it is known that self-efficacy on employee performance obtained a Tstatic of 1.999 and a Pvalue of 0.046. This result shows that self-efficacy has a positive and significant effect on employee performance because the value of Tstatic (1,999) > Ttable (1.96) and Pvalue (0.046) < sig (0.05). Thus, it can be concluded that the fourth hypothesis is accepted which states that self-efficacy has a positive and significant effect on employee performance. The higher the employee's self-efficacy, the higher the employee's performance.
- 5) Hypothesis 5: From the table data, it is known that work engagement on employee performance obtained a Tstatic of 4,645 and a Pvalue of 0,000. These results show that work engagement has a positive and significant effect on employee performance because the value of Tstatic (4,645) > Ttable (1.96) and Pvalue (0.000) < sig (0.05). Thus, it can be concluded that the fifth hypothesis is accepted which states that work engagement has a positive and significant effect on employee performance. The higher the employee work engagement, the higher the employee performance.

Discussion

The Effect of Job Crafting on Work Engagement

Job crafting employees can tailor their jobs to their knowledge, skills, and abilities on the one hand and their preferences and needs on the other (Yogatama & Nugrohoseno, 2021). Based on the results of the first hypothesis test, it was found that there was a positive and significant influence between job crafting and work engagement. This is confirmed by a Tstatic value of 3.334 and a Pvalue of 0.001. These results show that job crafting has a positive and significant effect on work engagement because the Tstatic (3,334) > Ttable (1.96) and Pvalue (0.001) < sig (0.05) values. With a positive path coefficient, it can be concluded that the better the level of job crafting of PT Lestari Banten Energi employees, the higher the level of work engagement of PT Lestari Banten Energi employees towards their work.

Respondents revealed that having a sense of empathy or mutual care for fellow colleagues will greatly affect employees' sense of work attachment to their work, then by encouraging management to carefully control the knowledge and abilities of each employee as well as a clear and directed distribution of jobdesks will encourage PT Lestari Banten Energi employees to be more comfortable with their work fields. So it is hoped that it will increase employee work involvement. The findings in this study are supported by previous research that supports this hypothesis, namely Aisyah (2022) and Ranihusna et al. (2022).

The Effect of Self Efficacy on Work Engagement

Based on the results of the second hypothesis test, it was found that there was a positive and significant influence between self-efficacy and work engagement. This is confirmed through a Tstatic value of 3,957 and a Pvalue of 0,000. These results show that self-efficacy has a positive and significant effect on work engagement because the Tstatic (3,957) > Ttable (1.96) and Pvalue (0.000) < sig (0.05) values. With a positive path coefficient, it can be concluded that the better the level of self-efficacy of PT Lestari Banten Energi employees, the higher the level of work engagement of PT Lestari Banten Energi employees towards their work. The findings in this study are supported by previous research, which supports this hypothesis, namely Sari & Suwandana (2016).

The respondent revealed that PT Lestari Banten Energi employees must have competence, especially regarding their jobs so that in carrying out their duties they have confidence and are very influential in the time of completing tasks so as to produce maximum tasks, with the confidence that appears in PT Lestari Banten Energi employees is expected to increase the sense of emotional attachment to their work and feel dissolved and involved in every task and challenge given.

The Effect of Job Crafting on Employee Performance

Job crafting allows a person to be able to control their confidence in the work environment as well as make work more effective which ultimately leads to improved performance. Based on the results of the third hypothesis test, it was found that there was a positive and significant influence between job crafting on employee performance. This is confirmed through a Tstatic value of 2.888 and a Pvalue of 0.004. These results show that job crafting has a positive and significant effect on employee performance because the value of Tstatic (2.888) > Ttable (1.96) and Pvalue (0.004) < sig (0.05). With a positive path coefficient, it can be concluded that the better the level of job crafting of PT Lestari Banten Energi employees, the better the performance of PT Lestari Banten Energi employees. The findings in this study are supported by previous research, which supports this hypothesis, namely Jin & Kim (2022), Apriyanti et al. (2021), Saadi (2021), and Aprilia (2023).

Respondents revealed that challenging work demands should be given to employees who have the ability to complete tasks so that tasks can be completed on time or management must also be committed to improving human resources from PT Lestari Banten Energi employees, so that with the quality of skills and skills of employees who increase will be able to solve all challenging work demands. Job crafting can be facilitated by the job and individual characteristics and allows employees to tailor their work to their personal knowledge, skills and abilities and to their preferences and needs. Job crafting can change a person's perspective on their work by building workers' confidence more deeply in overcoming problems at work, thus making them more resilient in their performance.

The Effect of Self Efficacy on Employee Performance

Based on the results of the fourth hypothesis test, it was found that there was a positive and significant influence between self-efficacy and employee performance. This is confirmed through a Tstatic value of 1.999 and a Pvalue of 0.046. This result shows that self-efficacy has a positive and significant effect on employee performance because the value of Tstatic (1,999) > Ttable (1.96) and Pvalue (0.046) < sig (0.05). With a positive path coefficient, it can be concluded that the better the level of self-efficacy of PT Lestari Banten Energi employees, the better the performance of PT Lestari Banten Energi employees. The findings in this study are supported by previous research, which supports this hypothesis, namely Alkhayyal & Bajaba (2023), Fatima et al. (2020), Marghareta & Damarwulan (2021), and Saadi (2021).

Respondents revealed that one of the elements of self-efficacy of PT Lestari Banten Energi employees is competition in innovating work to be more efficient and safe and able to encourage other employees to innovate and continue to develop, this is expected to encourage employees to contribute more so that it has an impact on employee performance. With high self-efficacy in employees, these employees will usually produce a good achievement in their work and job satisfaction that is more than employees who have low self-efficacy, so that it is very closely related to self-efficacy and the performance of the employee itself.

The Effect of Work Engagement on Employee Performance

Based on the results of the fifth hypothesis test, it was found that there was a positive and significant influence between work engagement and employee performance. This is confirmed through a Tstatic value of 4,645 and a Pvalue of 0,000. These results show that work engagement has a positive and significant effect on employee performance because the value of Tstatic (4,645) > Ttable (1.96) and Pvalue (0.000) < sig (0.05). With a positive path coefficient, it can be concluded that the better the level of work engagement of PT Lestari Banten Energi employees, the better the performance of PT Lestari Banten Energi employees. The findings in this study are supported by previous research, which supports this hypothesis, namely Farida & Hendarsjah (2022), Al Badi et al. (2023), Nkansah et al. (2024), Rahmayani & Wikaningrum (2022), and Kustya & Nugraheni (2020).

Respondents of PT Lestari Banten Energi employees revealed that the enthusiasm in doing work will create a sense of belonging or a sense of belonging and caring for the company so that in their work employees will be more aware of their work environment and work equipment which has an impact on improving employee performance. These findings show a strong influence between employee work engagement and employee performance itself. Employees with high work engagement indicate a strong motivation to complete their work so that it will produce high performance (Farida & Hendarsjah, 2022).

CONCLUSION

The study reveals that PT Lestari Banten Energi employees' performance can be improved by enhancing work engagement, job crafting, and self-efficacy. Work engagement mediates the relationship between job crafting and performance, suggesting that employees need to improve their job crafting to enhance engagement. Self-efficacy also plays a significant role in employee engagement, with higher levels indicating higher performance. Therefore, employees need to enhance their self-efficacy to improve their job crafting. The study suggests that future research could explore additional factors influencing employee performance, such as leadership styles, organizational culture, and support systems. Longitudinal studies could also track changes in job crafting, self-efficacy, and work engagement over time to gain a more dynamic understanding of how these factors evolve and impact employee performance in the long term.

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