

Job Crafting Efficacy: Introducing a New Concept

Nelesh Dhanpat^{1,*}, Roslyn de Braine²

¹Department of Industrial Psychology and People Management, University of Johannesburg, Johannesburg South Africa. Orcid: 0000-0002-9065-1936

²Department of Industrial Psychology and People Management, University of Johannesburg, Johannesburg South Africa. Orcid: 0000-0002-5445-3668

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Abstract

This research introduces a new concept called "job crafting efficacy", which contributes to the existing job crafting theory. Drawing on the job crafting theory by Wrzesniewski and Dutton and Bandura's self-efficacy theory, the concept of job crafting efficacy is developed through conceptual analysis, utilising a literature review on job crafting and self-efficacy. Job crafting efficacy is defined as an individual's self-assessed belief and confidence in their ability to proactively modify job tasks, relationships and cognitive aspects to align with their preferences, strengths and goals. This construct aims to enhance individuals' work experiences and outcomes. The study presents four propositions that explore the impact of job crafting efficacy on job crafting behaviours and other work outcomes. By proposing the concept of job crafting efficacy, this research contributes to the literature by offering a new perspective that empowers individuals to confidently engage in job crafting behaviours. The concept of job crafting efficacy needs further empirical research to validate its effects. Additionally, practical implications are provided for individuals, organisations and managers to promote job crafting efficacy and foster an environment that supports job crafting behaviours. The study also offers methodological recommendations for future research in this area. Overall, this research advances the understanding of job crafting by introducing the concept of job crafting efficacy and provides insights into both theory and practice.

*Corresponding author

¹*Neleshd@uj.ac.za

²Roslynd@uj.ac.za

1. Introduction

Recent focus has been directed towards research on proactive workplace behaviour, especially in job crafting (Bindl & Parker, 2011; Lam et al., 2014; Fay et al., 2023), with an emphasis on modifying work experiences to align with preferences and strengths (Berg et al., 2010; Tims & Bakker, 2010). Job crafting, initially conceptualised by Wrzesniewski and Dutton (2001) and later developed through the job-demands resources model (Tim et al., 2012), has garnered significant scholarly interest (Ghitulescu, 2007; Berg et al., 2010; Le Blanc et al., 2017; Demerouti et al., 2019). In recent literature, researchers have made efforts to integrate the two prominent approaches in job crafting research. Several studies have proposed the existence of a higher-order job crafting known as approach and avoidance crafting (Bruning & Campion, 2018; Zhang & Parker, 2019). To some extent, this factor resembles the concept of promotion and prevention crafting, as set out by Bindl et al. (2019) and Lichtenthaler and Fischbach (2019). By examining the relationship between these approaches, researchers aim to understand the various dimensions and nuances of job crafting behaviours and their implications for individuals and organisations.

Newer forms of job crafting have emerged, such as the job-demands resources (JD-R) approach and optimising demands by Demerouti and Peeters (2018), involving proactive handling of job demands. Additionally, job crafting towards strengths and interests (Kooij et al., 2017) aims to align personal strengths and interests with job requirements, enhancing fit and effectiveness. Another addition to job crafting is the concept of job crafting toward strengths and interests (Kooij et al., 2017). This form of crafting emphasises aligning personal resources, such as strengths and interests, with the job requirements. The idea is to modify the job to suit an individual's unique strengths and interests, enhancing the fit between the person and the job. With this in mind, the concept of job crafting efficacy is introduced in this paper.

The concept of job crafting efficacy refers to individuals' beliefs in their ability to effectively engage in job crafting behaviours and given the recent advancement of job crafting research, there has not been any study on job crafting efficacy. This study aims to bridge this gap by investigating the role of job crafting efficacy as a predictor of job crafting behaviours and examining its potential influence on various outcomes, thereby advancing the understanding of proactive behaviours in the workplace. Organisational scholars have researched the impact of job crafting on numerous outcomes in the workplace. These outcomes include increased job satisfaction (de Beer et al., 2016; Li et al., 2021), enhanced work engagement (Kuijpers et al., 2020), improved employee well-being (Harju et al., 2021), greater organisational commitment (McNaughtan et al., 2022) and enhanced performance (Tims et al., 2022).

Job crafting allows employees to proactively shape their job's cognitive, task and relational aspects to better align with their work experiences and are associated with various positive work outcomes. However, the role of individual self-beliefs and confidence, in terms of self-efficacy, in driving effective job crafting behaviours has received limited attention. Subsequently, the concept of Job Crafting Efficacy addresses this gap by focusing on individuals' self-assessed beliefs and confidence in their capacity to engage in intentional and proactive job crafting actions. By understanding individuals' self-efficacy in modifying their job experiences, organisations can better support employees in their job crafting endeavours and facilitate positive outcomes.

The significance of introducing the concept of job crafting efficacy lies in its capacity to provide a nuanced understanding of the intricate interplay between individual beliefs, self-confidence and the propensity to engage in purposeful job crafting. By delving into this, the study endeavours to shed light on the motivational underpinnings that steer individuals towards proactively shaping their work experiences. Subsequently, this study contributes towards the body of literature on job crafting by investigating the implications of job crafting efficacy across individual and organisational realms. Dhanpat (2022) observed the limited exploration of job crafting in the South African context. Subsequently, this study recognises a valuable opportunity to expand and enrich the job crafting theory. This paper serves as a clarion call for researchers and practitioners alike to delve into the realm of job crafting efficacy, not only for its theoretical significance but also for its pragmatic potential to optimise workplace dynamics and outcomes.

This study paves the way for a deeper understanding of the role played by job crafting efficacy in shaping effective job crafting behaviours as organisations seek innovative approaches to enhance employee engagement and performance. The concept of job crafting efficacy is proposed as a pivotal catalyst for ushering in a new era of personalised and purposeful work design (Dhanpat, 2022).

1.1. Background to the study

In today's dynamic work environments, employees face various challenges and opportunities that require them to adapt and tailor their job experiences to their preferences, strengths and goals (Berg et al., 2010). Job crafting, the process of proactively modifying one's job tasks, relationships and cognitive aspects (Wrzesniewski & Dutton, 2001), has gained significant attention in the field of work and organisational psychology. It empowers individuals to shape their work experiences, leading to increased job satisfaction, engagement and well-being. While job crafting has been extensively studied, there is a need to further explore the role of individuals' beliefs and confidence in their ability to engage in job crafting behaviours, which is referred to as "Job Crafting Efficacy".

The concept of self-efficacy is used to propose Job Crafting Efficacy. Self-efficacy is concerned with a person's belief in their ability to control and manage demands in any situation (Bandura, 1977) and is

considered key in helping individuals achieve personal and work-related goals (Gist, 1987; Yeo & Neal, 2006) and job satisfaction (Alibakhshi et al., 2020) in various contexts.

1.2. Problem Statement

Despite the growing interest in job crafting (Tims et al., 2022), there is a limited understanding of the specific role that individuals' beliefs and confidence play in facilitating effective job crafting behaviours. Hence, a need for a concept that encapsulates this – the concept of Job Crafting Efficacy is therefore proposed. There is a need to explore this concept and understand its makeup and the implications on job crafting behaviours and work experiences and outcomes. Understanding the mechanisms through which Job Crafting Efficacy operates can provide valuable insights for organisations seeking to enhance employee engagement, motivation and productivity.

1.3. Research Objectives

The primary objective of this study is to develop a theoretical concept of job crafting efficacy by building on job crafting theory and the self-efficacy theory. The objectives include:

- To develop a definition of job crafting efficacy.
- To postulate three different types of job crafting efficacy.
- To present propositions on job crafting efficacy on job crafting behaviour and work-related outcomes.

The primary contribution of this study lies in the introduction and conceptualisation of job crafting efficacy, along with its distinct dimensions—task, cognitive and relational crafting efficacy—into the existing framework of job crafting and self-efficacy theories. Through this endeavour, the study aspires to extend the boundaries of theoretical exploration within the domain of work and organisational psychology. This conceptual advancement holds significance on multiple fronts. Firstly, by introducing the concept of job crafting efficacy and outlining its various dimensions, the study brings forth a novel perspective that underscores the nexus between one's beliefs in their ability to enact purposeful changes and their proactive engagement in crafting their job roles, cognitive processes and interpersonal dynamics. This nuanced understanding enhances our grasp of human agency within the workplace and offers a fresh lens through which to interpret the interplay between individual aspirations, capabilities and contextual factors.

Furthermore, integrating job crafting efficacy into the established self-efficacy framework and job crafting theories unveils potential relationships and implications. This theoretical synergy invites researchers to explore the formulation of new hypotheses and avenues of investigation. As practitioners in work and organisational psychology grapple with the perennial challenge of enhancing employee engagement, motivation and well-being, the introduction of job crafting efficacy provides a platform to design interventions that empower individuals to actively shape their work experiences.

2. Job Crafting: Overview and Importance

Job crafting is a self-initiated proactive behaviour that employees perform (Grant & Ashford, 2008) and was introduced by Wrzesniewski and Dutton (2001), who defined it "as the physical and cognitive changes individuals make in the task or relational boundaries of their work" (p. 179). They further stated that individuals become job crafters to craft their jobs for more meaningful work experiences and to strengthen their work identities. It was argued that job crafting is influenced by work and motivational orientations and employee engagement opportunities. According to Wrzesniewski and Dutton (2001), job crafters also craft to connect with others. In addition, job crafting is also a process by which employees modify their work to align with their individual needs and goals (Slemp & Vella-Brodrick, 2014). Individuals craft by changing the type and number of job tasks (task crafting) (Berg et al., 2013; Wrzesniewski & Dutton, 2001); by changing the way they perceive their work (cognitive crafting) (Kirkendall, 2013; Wrzesniewski et al., 2013); and by changing the nature of their social interactions and with whom they interact (relational crafting) (Wrzesniewski & Dutton, 2001).

Tims and Bakker (2010) revised and investigated the concept of job crafting as a new model of job redesign. They operationalised job crafting as the modifications employees make in dealing with the job demands and job resources. This operationalisation stems from the Job Demands-Resources (JD-R) model in which it is argued that all jobs have the following characteristics: job demands (which can lead to impairment in well-being) and job resources (which serve to motivate employees) (Bakker & Demerouti, 2008). Using this theory, job crafters craft by increasing their structural resources (such as skill variety and autonomy) and social resources (such as social support and feedback) and by increasing challenging demands (such as by taking on more challenging tasks) and decreasing hindrance demands (such as lessening emotional and cognitive demands in a job) (Tims et al., 2012). For this study, Wrzesniewski and Dutton's (2001) conceptualisation of job crafting is used, which encompasses viewing crafting as having task, cognitive and relational components.

2.1. Self-Efficacy Theory: Relevance to Job Crafting Efficacy

Self-efficacy is concerned with a person's belief in their ability to control and manage demands in any situation (Bandura, 1977). Self-efficacy is a necessary belief in oneself that enables individuals to change their behaviour and achieve optimal functioning in many life spheres (Schwarzer & Luszczynska, 2023). It is a personal agency that individuals have over given situations, a 'can do' belief in their abilities (Schwarzer & Luszczynska, 2005). This 'can do' belief enables individuals to cope with demands through adaptive action (Schwarzer & Luszczynska, 2005), which further helps individuals dealing with challenges to attain performance and achieve goals. Self-efficacy is best understood according to social cognitive theory. Bandura posited in his social cognitive theory of human functioning that if individuals perceive that they have a personal sense of control to exercise

judgment and decisions over their given circumstances, behavioural change and goal achievement become possible (Bandura, 1997; Schwarzer & Luszczynska, 2005).

Bandura (1977) argued that self-efficacy has three dimensions that help an individual believe in their abilities: magnitude, which entails the degree to which a person believes they can apply themselves regarding the level of task difficulty; strength, which entails how strong or weak they assess their own magnitude; and generality, how much they believe that they have the capabilities to deal with different situations. This is relevant, particularly in the workplace setting, where individual employees face various work experiences that lie on a continuum between easy and very complex, which requires various degrees of self-efficacy. It has been argued that one individual may experience high self-efficacy in one area of their work, such as executing a particular task and experience a lower level of self-efficacy in another area of their work (Heslin & Klehe, 2006), such as dealing with difficult colleagues.

Bandura (1982) outlines four sources of self-efficacy: enactive mastery or mastery experiences, vicarious experiences, verbal persuasion and affective or emotional arousal. Individuals experience enactive mastery, which entails gaining skills through repetition and mastering their abilities over time (Bandura, 1982). Mastery comes as a result of individuals gradually developing their skills and their abilities to cope with various tasks (Gist, 1987) with different levels of complexity. Vicarious experience is role modelling the behaviour of someone the person deems credible and exhibits good performance (Bandura, 1982). Verbal persuasion entails becoming encouraged and persuaded by someone else to excel in performance. In the work context, this could be a peer, a supervisor, a manager, or a mentor. Emotional or affective arousal entails how pleasant or unpleasant emotional states may lower or increase our self-efficacy levels at a given point.

Bandura (1982) further indicates that as individuals engage in cognitively appraising each of these in different contexts, this ultimately determines the level of self-efficacy an individual may display. This then influences how people perform and their effort to achieve their goals (Gist, 1987; Yeo & Neal, 2006). Self-efficacy has been shown to have a positive relationship with workplace well-being (Singh et al., 2019); it has been associated with workplace spirituality, which leads to better patient safety management (Ki Yeon et al., 2019); has a positive relationship with workplace empowerment (Bonnar-White & Issa, 2016). Self-efficacy has been shown to lead to psychological well-being and job satisfaction (Alibakhshi et al., 2020).

Self-efficacy has been studied across different contexts and has resulted in different types of self-efficacy, such as workplace friendship self-efficacy (Bagci et al., 2019; Fasbender et al., 2023); emotional self-efficacy (Huard et al., 2021); teacher self-efficacy (Abdullah et al., 2022); job self-efficacy (Yang et al., 2021) and occupational coping self-efficacy (Chang et al., 2022).

2.1.1. Conceptualising Job Crafting Efficacy

Although it has been argued that self-efficacy is regarded as an antecedent of job crafting (Tims, Bakker, & Derks, 2014), this paper proposes a new concept of job crafting efficacy. Job crafting efficacy refers to an individual's self-assessed belief and confidence in their ability to proactively modify job tasks, relationships and cognitive aspects to align with their preferences, strengths and goals, thereby enhancing their work experiences and outcomes. It is therefore postulated that job crafting efficacy can be broken into three different types: Task crafting efficacy, cognitive crafting efficacy and relational crafting efficacy.

- **Task crafting efficacy** refers to an individual's self-assessed belief and confidence in their ability to proactively modify the type and number of job tasks within their work;
- **Cognitive crafting efficacy** refers to an individual's self-assessed belief and confidence in their ability to proactively modify the way they make sense of and perceive their work; and
- **Relational crafting efficacy** refers to an individual's self-assessed belief and confidence in their ability to proactively modify the nature of their social interactions and with whom they interact in their work.

Job crafting efficacy is the perceived competence and confidence an individual may hold in their capacity to effectively engage in job crafting behaviours, enabling them to shape their job in ways that optimise their personal and professional satisfaction, performance and well-being. Table 1 provides a brief overview of the conceptualisations of job crafting efficacy and its differentiation from the two prominent forms of job crafting.

2.2. Propositions put forward for Job Crafting Efficacy

Proposition 1: Job Crafting Efficacy positively influences engagement in job crafting behaviours, including task, cognitive and relational crafting, as individuals with higher Job Crafting Efficacy perceive themselves as more competent and confident in modifying their job tasks, cognitive aspects and relationship.

It is proposed that Job Crafting Efficacy plays a crucial role in fostering job crafting behaviours, including task crafting, cognitive crafting and relational crafting. Task crafting involves employees changing the content and structure of their job tasks to better fit their skills and interests (Berg et al., 2013). Cognitive crafting refers to individuals actively changing their perceptions, attitudes and thoughts related to their work to find meaning (Kim et al., 2018). Relational crafting involves employees building and fostering positive relationships and networks within the workplace (Berg et al., 2010).

Table 1: Differentiation of Job Crafting Efficacy, Job Crafting and Job Crafting

Concept	Job Crafting Efficacy	Job Crafting by Wrzeniwski & Dutton	Job Crafting by Tims, et al.
Definition	Self-assessed belief and confidence in modifying job tasks, relationships, and cognitive aspects of aligning with preferences, strengths and goals.	Proactive behaviour to redefine and reframe job boundaries, tasks and social interactions to align with individual passions and values.	Proactive behaviour to optimise job resources, demands and job-person fit to enhance meaningfulness and engagement.
Key focus	Individual belief and confidence in engaging in effective job crafting behaviours.	Rethinking and reshaping the job boundaries, tasks and relationships to align with personal values and passions.	Optimising job resources, demands and job-person fit to enhance meaningfulness and engagement.
Outcome	Positive impact on satisfaction, performance and well-being.	Increased job satisfaction, engagement and meaning in work.	Increased job resources, meaningfulness and engagement.
Theoretical Foundation	Self-efficacy theory and Bandura's social cognitive theory.	Self-determination theory.	Job demands-resources model.
Approach to job crafting	Individual belief and confidence.	Individual proactive behaviour.	Individual proactive behaviour.
Key contribution	Individual empowerment and initiative-taking engagement in shaping work experiences.	Redefinition of jobs to align with individual passions and values, increasing engagement and meaning in work.	Optimisation of job resources, demands and job-person fit to enhance meaningfulness and engagement.

Individuals with higher Job Crafting Efficacy perceive themselves as more competent and confident in their ability to engage in job crafting behaviours. They believe they have the skills and capabilities to effectively modify their job tasks, cognitive aspects and relationships. Research on job crafting has shown that employees who engage in task crafting, cognitive crafting and relational crafting experience increased performance (Geldenhuys et al., 2021), higher levels of motivation (Niessen et al., 2016), engagement (Mkhwanazi & Dhanpat, 2023) and well-being (Slemp-Vella Brodrick, 2014). By perceiving themselves as competent and confident in engaging in job crafting behaviours, individuals with higher Job Crafting Efficacy are more likely to initiate and sustain job crafting actions across various occupations and levels. Individuals who believe in their ability to effectively modify their job tasks, cognitive aspects and relationships are more likely to engage in proactive behaviours and actively shape their work experiences.

Proposition 2: Job Crafting Efficacy positively influences performance, well-being and employee fulfilment by enabling proactive modifications to job tasks, relationships and cognitive aspects, aligning with preferences, strengths and goals.

Job crafting efficacy refers to an individual's self-assessed belief and confidence in their capacity to proactively modify job tasks, relationships and cognitive aspects to align with their preferences, strengths and goals. Building upon this definition, it is proposed that job crafting efficacy plays a significant role in positively influencing employee satisfaction, performance and well-being.

By harnessing job crafting efficacy, individuals can proactively modify their job tasks, relationships and cognitive aspects. Whilst the original conceptualisation of job crafting suggests that employees modify work for their own motives and goals (Tims et al., 2012; Wrzesniewski & Dutton, 2001), within the context of job crafting efficacy, employees would believe in their capacity to make changes in their job that will align with their strengths and are more likely to excel in their responsibilities. This proposition further perpetuates that job crafting efficacy will likely impact employee performance. Self-efficacy beliefs include the understanding that exerting effort will yield positive results, enhancing one's determination and perseverance (Carter et al., 2018). When individuals modify their job tasks to align with their strengths, they are more likely to excel and perform better.

Employees proactively seek opportunities to apply their skills and leverage their strengths leading to enhanced performance and a higher level of contribution to organisational goals (Bakker & van Woerkom, 2018). As such, job crafting efficacy is considered a proactive approach that empowers employees to customise their work experiences, based on a strengths approach, to better fit their preferences, strengths and goals, this also aligns with other job crafting theories. In doing so, employees will likely seek out tasks that align with their interests and skills, build relationships that enhance collaboration and support and cultivate a growth and resilience mindset. This proposition further argued that job crafting efficacy would contribute towards employee well-being. By aligning job tasks,

relationships and cognitive aspects with personal preferences and goals, individuals experience greater autonomy (Chang et al., 2021), control and fulfilment. This, in turn, leads to higher levels of psychological well-being (Devotto et al., 2020; Kim & Beehr, 2018) and reduces stress (Hur et al., 2023; Lopper et al., 2023). Studies on job crafting behaviours have been shown to enhance the psychological well-being of employees in various occupational settings (Hakanen et al., 2018; Wingerden et al., 2017). Research by Van Wingerden et al. (2017) highlighted the positive relationship between job crafting and reduced work-related stress.

It is known that the alignment between job crafting behaviours and personal preferences, strengths and goals leads to increased employee satisfaction (Shi et al., 2022; Kuijpers et al., 2020). When employees have the autonomy to modify their job tasks to match their own individual interests and skills, they experience a sense of fulfilment (Wang et al., 2016) and find meaning in their work (Pimenta de Devotto et al., 2022; Dhanpat et al., 2019) and result in higher levels of engagement in their work (Mhkwanazi & Dhanpat, 2023; Peral & Geldenhuys, 2016). By having control over the type and variety of tasks they engage in, employees can create a more enjoyable and meaningful work experience.

The proactive nature of job crafting efficacy enables individuals to take ownership of their work experiences, leading to higher levels of job satisfaction, improved performance and enhanced well-being. Organisations can support job crafting efficacy by fostering a culture of autonomy, providing resources and support for employees to modify their job tasks and encouraging open communication and feedback. It is reasonable to expect that individuals who perceive themselves as competent and confident in engaging in job crafting behaviours, i.e., those with higher Job Crafting Efficacy, would experience significant job satisfaction and performance levels. This belief in their abilities and self-efficacy to effectively modify job tasks, relationships and cognitive aspects to align with their preferences, strengths and goals would likely enhance their performance and well-being.

Proposition 3: Job Crafting Efficacy plays a pivotal role in creating a work environment that fosters employee engagement, motivation and productivity, as individuals perceive their capability to strategically change job design, relationships and mind set.

The concept of job crafting efficacy is new and it is proposed that it plays a significant role in shaping an individual's work environment by enhancing engagement and motivation levels. This proposition is grounded in previous research on job crafting and self-efficacy. It is known that job crafting entails altering the boundaries of one's work (Wrzesniewski et al., 2013; Zhang & Parker, 2019) and better fitting their job, personal goals and values, leading to increased engagement. Drawing from self-efficacy theories, individuals who believe in their capacity to engage in job crafting behaviours successfully are more likely to be motivated, persistent and proactive (Bandura, 1997; Tims et al., 2014). This motivation and confidence enable them to strategically enact changes that align with their job design, relationships and mindset. Studies on job crafting have shown that when employees engage in job

crafting behaviours, they experience higher levels of engagement (de Beer et al., 2016), motivation (Lichtenthaler & Fischbach, 2019; Niessen et al., 2016) and productivity (Bakker, 2010). By perceiving their capability to enact changes strategically, individuals with higher Job Crafting Efficacy will likely create a work environment that fosters employee engagement, motivation and productivity.

Proposition 4: Greater Job Crafting Efficacy enhances individuals' sense of control and fulfilment in their work, enabling effective engagement in intentional and proactive actions to customise and optimise job experiences.

It is further proposed that individuals with greater Job Crafting Efficacy would experience a heightened sense of control and fulfilment in their work-related endeavours. Drawing upon the self-efficacy theory, individuals with higher Job Crafting Efficacy perceive themselves as more effective and capable of engaging in intentional and proactive actions to customise and optimise their job experiences. Previous studies on job crafting have shown that individuals who engage in job crafting behaviours experience a greater sense of control and autonomy over their work (Slemp et al., 2015). By intentionally modifying their job tasks, relationships and cognitive aspects, employees with higher Job Crafting Efficacy are likely to feel more in control of their work environment. This increased sense of control empowers individuals to shape their work experiences to align with their preferences, strengths and goals.

Furthermore, job crafting is associated with greater fulfilment and meaningfulness in work (Dhanpat et al., 2019; Letona-Ibañez et al., 2021). When employees have the ability to customise and optimise their job experiences, they often experience a greater sense of purpose and satisfaction (Li et al., 2021). Individuals with higher Job Crafting Efficacy are likelier to engage in intentional and proactive actions that enhance their work experiences, leading to greater fulfilment and satisfaction in their work-related endeavours.

3. Method

This study is presented as a conceptual paper in the form of a theoretical, non-empirical study, employing a narrative approach (Hammersley, 2001). This research study follows a deductive research approach, aiming to draw links between job crafting theory and self-efficacy theory. A qualitative research approach is used. A narrative review was adopted and literature on job crafting and self-efficacy was critically reviewed

This conceptual paper adopts a theoretical, non-empirical approach, utilising a narrative methodology by Hammersley (2001). The research design is rooted in deductive reasoning, aimed at establishing meaningful connections between the established theories of job crafting and self-efficacy. To achieve this a narrative review existing literature on job crafting and self-efficacy was reviewed. The narrative review process involved an exploration and synthesis of scholarly articles, theoretical frameworks and empirical studies relevant to both job crafting and self-efficacy. The primary objective of this

methodology is to advance the theoretical understanding of job crafting and self-efficacy, with a focus on proposing potential implications for individual and organisational outcomes, with the introduction of job crafting efficacy. By employing this narrative approach, the study contributes to the theoretical understanding of job crafting and self-efficacy, shedding light on potential implications for individual and organisational outcomes.

4. Discussion

It is important to differentiate Job Crafting Efficacy from other conceptualisations of job crafting. While job crafting theories, such as Wrzesniewski and Dutton's (2001) framework, emphasise employees' active roles in shaping their work experiences, job crafting efficacy focuses explicitly on individuals' belief and confidence in their ability to engage in intentional and proactive actions. Job Crafting Efficacy highlights the self-perceived effectiveness in customising and optimising job experiences.

The integration of the three dimensions of job crafting efficacy—task crafting efficacy, relational crafting efficacy and cognitive crafting efficacy—with the four propositions provides a comprehensive framework for understanding the transformative potential of job crafting efficacy in the workplace.

Proposition 1 postulates that individuals possessing higher levels of job crafting efficacy are more likely to engage in task crafting efficacy, cognitive crafting efficacy and relational crafting efficacy behaviours, as their heightened sense of competence and confidence empowers them to adeptly modify job tasks, cognitive aspects and interpersonal relationships. This intricate interplay between self-perception and active adaptation forms the foundation for Proposition 2, which highlights that job crafting efficacy not only influences engagement in crafting behaviours but also directly contributes to improved performance, well-being and overall employee fulfilment. By enabling individuals to proactively align their tasks, relationships and cognitive processes with their unique strengths and aspirations, job crafting efficacy emerges as a catalyst for positive outcomes, as with the process of job crafting (Tims et al., 2022).

Proposition 3 underscores the crucial role of job crafting efficacy in shaping the organisational environment. As individuals harness their belief in their capacity to strategically reshape job design, relationships and mindset, a culture of heightened engagement, motivation and productivity takes root within the organisation (Arachie et al., 2021). This proposition signifies that job crafting efficacy extends beyond individual actions, cascading its influence to encompass the broader workplace ethos. Finally, Proposition 4 encapsulates the profound impact of enhanced job crafting efficacy on individual experiences. By bolstering a sense of control and fulfilment, job crafting efficacy equips individuals with the tools needed to tailor their job roles, leading actively and intentionally to more personalised, optimised and satisfying work experiences. In essence, the integration of these dimensions and propositions provides a comprehensive view of job crafting efficacy as a multifaceted driver of positive change, both at the individual and organisational levels.

5. Managerial Implications

Fostering job crafting efficacy among employees will likely have significant and practical implications for organisations seeking to enhance employee engagement, well-being and performance. Based on the conceptualisation of the concept, the following practical recommendations can guide organisations in supporting job crafting efficacy.

Using job crafting interventions will assist in equipping employees with the necessary skills to engage in job crafting behaviours (Demerouti, 2014) and can empower employees to identify opportunities for job crafting and successfully implement changes in their work. Moreover, job crafting interventions are promising in maintaining employee well-being (Demerouti et al., 2019) and are considered effective (Oprea et al., 2019). Job crafting efficacy can be fostered through employees repeating learning experiences (mastery experiences), role modelling (vicarious experiences), receiving encouragement from peers, colleagues and managers (verbal persuasion) and learning to manage self-belief and self-expectations, especially during unpleasant emotional and physiological states such as high levels of fatigue (Bandura, 1982). By providing training programmes that empower employees to shape their job tasks, managers can promote job crafting efficacy.

Creating a work culture that encourages experimentation and autonomy can further enhance employees' belief in their competence to engage in job crafting behaviours. A supportive work environment will cultivate values that support job crafting behaviours (Zhang & Parker, 2019) and employees should feel comfortable when seeking ways to change the boundaries of their work. As such, a culture of autonomy and empowerment needs to be prevalent to allow employees to have a sense of ownership over their work by allowing them to modify their tasks, relationships and work processes within the boundaries of their roles.

By implementing these practical recommendations, organisations can create an environment that supports and encourages job crafting efficacy among employees. This, in turn, can enhance employee engagement, well-being and performance, ultimately contributing to organisational success in a dynamic and evolving work landscape.

6. Future Research Directions and Methodological Considerations

To further advance the understanding of job crafting efficacy and its implications, exploring several avenues for future research is important. The current research should be used as a platform to develop a construct to measure job crafting efficacy, which would include its three dimensions: task crafting efficacy, relational crafting efficacy and cognitive crafting efficacy. Subsequently, this would lead to several empirical research studies, such as validation studies. Employing mixed-method approaches can enhance the understanding of job crafting efficacy from multiple perspectives; integrating quantitative surveys with qualitative interviews or observations can provide a richer and more nuanced

understanding of the underlying processes, mechanisms and individual experiences related to job crafting efficacy.

Moreover, once a measure is developed, it is pertinent to conduct longitudinal studies, as this can provide insights into the dynamic nature of job crafting efficacy over time. By examining how job crafting efficacy evolves and its impact on various outcomes longitudinally, researchers can uncover patterns, trajectories and the long-term effects of job crafting efficacy on employee well-being, engagement, performance and other work-related outcomes.

By pursuing these future research directions and adopting sound methodological approaches, scholars can deepen their understanding of job crafting efficacy, its antecedents, outcomes and boundary conditions. This will contribute to developing practical interventions, strategies and policies that effectively support job crafting efficacy and promote positive organisational outcomes in diverse work contexts. Based on the following propositions, Table 2 provides recommendations that contribute towards empirical studies on job crafting efficacy and these recommendations are tabulated below:

Table 2: Propositions and recommendations

Propositions	Recommendations
<p>Proposition 1: Job Crafting Efficacy positively influences engagement in job crafting behaviours, including task, cognitive and relational crafting, as individuals with higher Job Crafting Efficacy perceive themselves as more competent and confident in modifying their job tasks, cognitive aspects and relationships.</p>	<ul style="list-style-type: none"> • Develop and validate a Job Crafting Efficacy scale. • Conduct longitudinal studies to examine the stability and effects of Job Crafting Efficacy over time. • Investigate the influence the relationship between Job Crafting Efficacy and job crafting behaviours.
<p>Proposition 2: Job Crafting Efficacy positively influences performance, well-being and employee fulfilment by enabling proactive modifications to job tasks, relationships and cognitive aspects, aligning with preferences, strengths and goals.</p>	<ul style="list-style-type: none"> • Explore the impact of Job Crafting Efficacy on performance outcomes. • Investigate the effects of Job Crafting Efficacy on well-being indicators such as job satisfaction and psychological well-being. • Assess the relationship between Job Crafting Efficacy and employee fulfilment.
<p>Proposition 3: Job Crafting Efficacy plays a pivotal role in creating a work environment that fosters employee engagement, motivation and productivity, as individuals perceive their</p>	<ul style="list-style-type: none"> • Assess the organisational factors that influence Job Crafting Efficacy and its impact on employee engagement.

<p>capability to strategically change job design, relationships and mindset.</p>	<ul style="list-style-type: none"> • Examine the role of leadership in promoting Job Crafting Efficacy and creating a supportive work environment. • Investigate the relationship between Job Crafting Efficacy and employee motivation and productivity.
<p>Proposition 4: Greater Job Crafting Efficacy enhances individuals' sense of control and fulfilment in their work, enabling effective engagement in intentional and proactive actions to customise and optimise job experiences.</p>	<ul style="list-style-type: none"> • Explore the impact of Job Crafting Efficacy on employees' sense of control over their work. • Assess the relationship between Job Crafting Efficacy and fulfilment indicators such as meaningfulness and job characteristics • Investigate the effectiveness of intentional and proactive actions enabled by Job Crafting Efficacy in optimising job experiences.

7. Conclusions, Limitations and Future Research

Job crafting efficacy is presented as a conceptual paper and significantly relies on existing theories and literature discussed in this research to develop the concept of job crafting efficacy. The propositions presented in this study may not apply universally to all industries, organisational contexts, or individual differences. Further empirical research is needed, based on the recommendations above made in this research of developing a measure. Subsequently, while this study is based on established theories and prior research, it does not provide empirical evidence to support the proposed propositions. Theoretical foundations and logical reasoning are used to develop the arguments, but the absence of empirical data limits the strength and applicability of the conclusions drawn. These limitations indicate areas for further research and empirical investigation. While the conceptual paper presents a foundation for understanding job crafting efficacy, future studies should address these limitations to enhance the theoretical and practical implications of the concept.

This paper proposes a new concept: job crafting efficacy. This concept is grounded in the original conceptualisation of job crafting by Wrzesniewski and Dutton (2001) and is theoretically based on Bandura's Social Cognitive Theory (1997). It is essential to differentiate job crafting efficacy from other job crafting behaviours and job crafting motivation. Four propositions are proposed that highlight the potential theoretical achievements of job crafting efficacy and provide recommendations for organisations and future researchers regarding the empirical development of the measure. This research on job crafting efficacy aims to provide a deeper understanding of individuals' beliefs regarding their ability to shape their job through job crafting behaviours and how it impacts their motivation, behaviour and overall work outcomes.

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