



The Effect of Job Crafting and Self Efficacy on Employee Performance on Work Engagement As an Intermediate Variable

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ABSTRACT

The stressful hospital work environment requires employees to have high adaptability and work engagement to support optimal performance. This research intends to examine the impact of job crafting and self efficacy on employee performance with work engagement as a mediating variable in employees of Arga Makmur Hospital. This study uses a quantitative approach with a population of 564 employees, and a sample of 210 respondents selected through random sampling techniques. Data gathering was carried out through the use of questionnaires, which were available in both physical and digital formats. Data analysis was conducted through the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach utilizing SmartPLS 4 software. The findings indicated that job crafting and self-efficacy positively and significantly influenced employee performance, both directly and indirectly through mediating work engagement. This result supports the significant impact of employee initiative and self-belief in enhancing work engagement and performance in the hospital environment.

Keywords: Job Crafting, Self Efficacy, Work Engagement, Employee Performance

ABSTRAK

Lingkungan kerja rumah sakit yang penuh tekanan menuntut karyawan untuk memiliki kemampuan beradaptasi dan keterlibatan kerja yang tinggi guna menunjang kinerja optimal. Penelitian ini memiliki tujuan untuk menganalisis dampak job crafting dan self efficacy terhadap employee performance dengan work engagement sebagai variabel intervening pada karyawan RSUD Arga Makmur. Penelitian ini menggunakan pendekatan kuantitatif dengan total populasi sebanyak 564 karyawan, dan sampel sebanyak 210 responden yang dipilih melalui teknik random sampling. Pengumpulan data dilakukan melalui kuesioner yang berbentuk fisik dan digital. Analisis data dilakukan dengan memakai metode Partial Least Squares Structural Equation Modeling (PLS-SEM) yang didukung oleh perangkat lunak SmartPLS 4. Temuan dari penelitian mengindikasikan bahwa job crafting dan self efficacy berpengaruh positif dan signifikan terhadap employee performance, baik secara langsung maupun tidak langsung melalui mediasi work engagement. Temuan ini menegaskan pentingnya peran proaktif karyawan dan keyakinan diri dalam meningkatkan keterlibatan kerja dan kinerja di lingkungan rumah sakit.

Kata Kunci: Penyesuaian Kerja, Efikasi Diri, Keterlibatan Kerja, Kinerja Karyawan

INTRODUCTION

The performance of employees is essential for the success of an organization. Employee performance, especially that of healthcare professionals in hospitals, has a significant impact on a company's capacity to reach its goals. These professionals play an important role in helping businesses achieve their goals (R. A. Ramadhan & Tanuwijaya, 2023). Good employee performance reflects their contribution to achieving organizational goals (Apriyanti et al., 2021). Organizational effectiveness is greatly influenced by employee performance, so it is important to identify factors that can improve it. One way to improve employee performance is through job crafting, which is how employees can tailor their jobs to increase engagement and work effectiveness (Albana, 2019).

Job crafting has a positive effect on employees by allowing them to take control of the work they do Tims et al., 2015 in (Saryono et al., 2022). Research By (Fres, 2022) state that job crafting allows employees to tailor their job characteristics to their preferences and self-confidence, thereby improving their work experience. Wingerden and Poell (2017) in their study (Albana, 2019) found that job crafting has a positive correlation with performance, Employees who are engaged in job crafting often display a favorable attitude toward the organization and are capable of overcoming challenges at work (Ângelo & Chambel, 2014) in (Apriyanti et al., 2021). Employees with high levels of job crafting tend to be more motivated to contribute beyond their job requirements (Fres, 2022). In addition, self-efficacy and demand for social contact have an impact on job crafting (Nkansah et al., 2024). Consequently, it is essential to investigate the connection between self-efficacy and employee performance.

Self-efficacy is a crucial factor in determining the level to which employees can face challenges in their work. Employees who possess a strong sense of self-efficacy are usually persistent, confident, and have greater motivation to achieve their goals (Carter et al., 2018) in (Saadi & S, 2021). They are also more inclined to pursue new ways to improve performance and take the initiative in job crafting. High self-efficacy helps employees stay motivated in the face of difficult tasks and contribute optimally to the organization (N. D. Ramadhan & Budiono, 2023). Employees with high self-efficacy believe that they can overcome obstacles at work by working hard and persevering (Ranihusna et al., 2022). People with high self-efficacy will increase their trust in institutions, which in turn strengthens work engagement (Adnan et al., 2021).

Work engagement is a crucial aspect of human resources because it contributes directly to employee performance. Workers who are highly engaged will exhibit greater enthusiasm for their tasks, give their best, and do their best to fulfill their responsibilities (Rahmayani & Wikaningrum, 2022).

Work engagement has a positive effect on employee performance because it increases employee motivation to achieve high work standards and compliance with company regulations (Kustya & Nugraheni, 2020). Organizations can identify how employees feel about their work through work engagement, which can then help them determine strategies to increase employee motivation and dedication (N. D. Ramadhan & Budiono, 2023). Despite the obstacles, the employees involved often maintain their enthusiasm for their profession and demonstrate a high level of energy and resilience. Employees who are actively engaged in their work improve their performance and acquire new skills and information.

Employees who are highly engaged at work will be more involved in their work, more thorough in their tasks, and better prepared to cope with pressure (Cahyati & Qomariyah, 2019). (Breevaart et al., 2015) shows that work engagement has a significant effect on employee performance, indicating that work engagement is an important variable in improving employee performance. In addition, the study (Kustya & Nugraheni, 2020) shows that work engagement acts as a mediator in the relationship between job crafting, self-efficacy, and employee performance.

To explain the interaction among these variables in a comprehensive way, this study adopts the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007). The JD-R model posits that job resources (such as opportunities for job crafting and social support) and personal resources (such as self-efficacy) foster work engagement, which in turn enhances employee performance. Within this framework, job crafting allows employees to proactively modify their work characteristics to increase their resources, while self-efficacy empowers them to persevere in challenging situations. Work engagement then emerges as a motivational process linking these resources to improved performance. Applying the JD-R model in the hospital setting provides a robust theoretical basis for understanding how these variables interact under high-pressure work conditions, such as those faced by medical personnel.

Previous studies have shown that job crafting has an impact on employee performance, but there are also studies that have not found a relationship between self-efficacy, work engagement, and employee performance. One of the main differences in this study is the replacement of variables, which differs in terms of research focus. Prior research has been carried out in various types of organizations, such as contracting companies, educational institutions, transportation, and banking. Meanwhile, this study focuses on the healthcare sector, specifically the Arga Makmur General Hospital. Previous studies on the influence of job crafting, self-efficacy, and work engagement on employee performance have shown inconsistencies.

Therefore, a new study is needed to confirm previous findings and ensure consistency in results. This study was conducted at the Arga Makmur General Hospital to expand the empirical context and fill gaps in the existing literature.

By understanding the relationship between employee performance, job crafting, self-efficacy, and work engagement based on the JD-R framework, this study aims to identify how these factors interact to improve employee performance. Especially in the healthcare sector, which has a high-pressure work environment, it is important to ensure that employees have a high level of engagement to maintain optimal medical service quality.

LITERATURE REVIEW

Job Crafting

The concept of job crafting was first introduced by (Wrzesniewski, 2001) as a process in which individuals actively change tasks or social interactions in their work, both physically and perceptually. Employees involved in job crafting strive to align work demands with available resources, including managing responsibilities, social interactions, and how they utilize work resources. This process plays a crucial role in enhancing employee engagement in their work. Job crafting is a form of change that employees proactively implement to shape their work experience, rather than passively responding to the work environment (Maranata et al., 2020). Through job crafting, employees have the opportunity to tailor their jobs to their abilities, values, motivations, and personal interests (Othman et al., 2021). Various factors such as time balance, employee involvement, and inner satisfaction influence job crafting, which ultimately impacts work engagement. Ideally, Job crafting enables employees to adjust their work to better align with their skills, knowledge, and individual needs and preferences (Yogatama & Nugrohoseno, 2021).

Self Efficacy

Self-efficacy is the confidence a person has in their ability to handle challenges at work by using their emotional and mental resources and acting appropriately (Carter et al., 2018). One definition of self-efficacy is the belief that one can resolve a situation (Nuraeni et al., 2019) in (Ranihusna et al., 2022). Employees with high self-efficacy are often more confident and hopeful about achieving their goals. Employee self-efficacy increases when they successfully achieve their goals and have the opportunity to repeat behaviors that support their success (Rizwan et al., 2020). People with high self-efficacy are usually more active in their reciprocal relationships with the organization. They try their best in their work, exerting energy and resources because they believe in their abilities, without being overly influenced by conditions in the workplace

(Adnan et al., 2021). People with high self-efficacy will increase their trust in institutions, which in turn strengthens work engagement.

Work Engagement

Individuals who are more involved in their work will focus more of their energy on that work and be better prepared to deal with the dynamics of change (Wood et al., 2020). Workers who are deeply engaged in their tasks dedicate their heart and soul into what they do, which improves morale and results (Alkadri, 2024). Someone who is actively involved in their work tends to demonstrate superior cognitive abilities and a better understanding of their responsibilities within the organization. Senior leaders who listen to their staff, decision-making authority, customer satisfaction as the organization's focus, challenging work, company reputation, resources, freedom of expression, career paths, a clear company vision, and a strong team are some of the ten factors that enhance employee engagement in the workplace (Jazilah, 2020). Employees who feel engaged in their work generally show enthusiasm and build more productive relationships with their tasks (Mattarelli et al., 2024). Meanwhile, workaholic employees view work as an obligation, while engaged employees view work as something enjoyable and personally appealing (Jung, H., Chen, Y., Frandell, A., & Welch, 2024). In the healthcare environment, employee engagement in hospitals is strongly linked to patient satisfaction and service quality. Therefore, hospitals need to improve employee engagement to ensure optimal service for patients.

Employee Performance

Employee performance can be defined as the combined results of knowledge-sharing activities carried out by employees within an organization (Septiano et al., 2023). Employee performance encompasses behavior that is clearly necessary for the organization and closely linked to the attainment of its goals. Employee performance can be described as the comparison between the work standards set by the organization and the work results achieved by employees within a specified period (Jamal Ali & Anwar, 2021). (Fauziyyah & Rohyani, 2022) explains that employee performance reflects the level of achievement of employees in their strive to attain the aims and targets of the organization, as well as implementing the organization's vision and mission. usually in accordance with the plans that have been made. Opinion (Budiyanto et al., 2023), Employee performance is the result obtained by an individual in performing their job duties, depending on their abilities, efforts, and opportunities. Employee performance is often associated with the level of work achievement and is considered a factor that reflects the success of an organization in achieving its goals (X. Liu et al., 2023). Meanwhile, (Wahyuni &

Sara, 2020) Defining employee performance as the capacity of a person or worker to use particular skills in their job.

RESEARCH METHOD

This research employs a quantitative method to examine the connection between variables by analyzing numerical data. The research subjects are all 564 employees of Arga Makmur Regional General Hospital, consisting of medical and administrative staff. The research objects include job crafting, self-efficacy, work engagement, and employee performance. The study was conducted from May to June 2025 at Arga Makmur Regional General Hospital.

The sampling technique used was random sampling, which gave each individual within the population an equal opportunity to be chosen as part of the sample. The number of participants in the study was decided based on the size of the sample indicators multiplied by 5 to 10, with a total of 21 indicators, resulting in a sample size ranging from 105 to 210 respondents.

The research instrument was a questionnaire based on measurements that had been validated in previous studies. The job crafting variable was measured using an instrument from (Bakker & Albrecht, 2024), consisting of four items, such as "Improving social resources at work." The self-efficacy variable was measured using an instrument from (Rigotti et al., 2008), such as "An employee's self-confidence at work is a form of employee competence." The work engagement variable was measured based on (Carmona-Halty et al., 2019) and (Aldi Ilham et al., 2020) with 5 items, such as "Enthusiasm in work is a characteristic of an employee's commitment to their work." The employee performance variable is measured using indicators from (Kristanti, 2017) and (Azharudin, 2019), consisting of 6 items, such as "Quantity is a form of an employee's work achievement." All items are rated using a 5-point Likert scale, from strongly disagree to strongly agree.

Data was collected through the distribution of questionnaires in physical and digital forms (Google Form). The data obtained was analyzed using the Partial Least Squares-based Structural Equation Modeling (SEM-PLS) technique with the help of SmartPLS version 4 software. The analysis process was carried out in two main stages, namely testing the measurement model (outer model) and the structural model (inner model). The evaluation of the outer model aimed to test convergent validity by considering outer loading values that must be greater than 0.70, as well as testing construct reliability through Composite Reliability (CR) and Average Variance Extracted (AVE) values, which must exceed the threshold values of 0.70 and 0.50, respectively. Meanwhile, the inner model analysis focuses on assessing the coefficient of determination (R^2) to see the explanatory power of the independent variables,

the effect size (f^2) to determine the relative contribution of each predictor, and the path coefficients to test the research hypotheses. Hypothesis testing was conducted using the bootstrapping method, with significance criteria based on t-statistic values (> 1.96) and p-values (< 0.05).

RESULT AND DISCUSSION

RESULT

Respondents' Characteristics

Table 1. Demographics Characteristics

No	Characteristics	Category	Amount	Presentace
1	Gender	Male	63	30.0%
		Female	147	70.0%
2	Age	<20 Years old	5	2.4%
		20 - 30 Years old	71	33.8%
		31 - 40 Years old	98	46.7%
		> 40 Years old	36	17.1%
3	Highest education	High school	10	4.8%
		Diploma holders	111	52.9%
		Bachelor's degree	86	41.0%
		Master's Degree	3	1.4%
4	Years of service	< 1 Year	8	3.8%
		1 - 3 Years	34	16.2%
		> 3 Years	168	80.0%

Source: Processed data 2025

The table of employee characteristics at Arga Makmur Regional General Hospital shows that the majority of employees are female (70.0%), with most of them aged between 31 and 40 (46.7%), indicating that the hospital's workforce is mostly of productive age. The highest level of education among employees is dominated by those with a diploma holders (52.9%). Additionally, the majority of employees have more than 3 years of work experience (80.0%), indicating that this hospital has a high level of job stability and most employees have significant experience in their field. This reflects that Arga Makmur General Hospital has a skilled and experienced workforce capable of contributing positively to quality healthcare services. With a majority of female employees, productive age, and good educational background, this hospital has competent human resources ready to face challenges in the healthcare sector.

Outer Model Evaluation**Table 2.** Outer Loadings, Composite Reliability, Average Variance Extracted

Construct	Indicator	Outer Loading	Composite Reliability (CR)	Average Variance Extracted (AVE)
Job Crafting	JC.1	0.834	0.864	0.614
	JC.2	0.776		
	JC.3	0.775		
	JC.4	0.747		
Self Efficacy	SE.1	0.771	0.891	0.622
	SE.2	0.796		
	SE.3	0.808		
	SE.4	0.781		
	SE.5	0.785		
Work Engagement	WE.1	0.794	0.902	0.606
	WE.2	0.766		
	WE.3	0.834		
	WE.4	0.743		
	WE.5	0.777		
	WE.6	0.752		
Employee Performance	EP.1	0.782	0.881	0.597
	EP.2	0.815		
	EP.3	0.737		
	EP.4	0.769		
	EP.5	0.760		

Source: Processed data 2025

Based on the results in Table 2, it can be observed that each research variable indicator has an external loading value greater than 0.7. Therefore, it can be concluded that all indicators are valid and suitable for further analysis. Furthermore, each research variable has a Composite Reliability (CR) value greater than 0.7, indicating that all variables in the research model have good

reliability. In addition, each variable has an Average Variance Extracted (AVE) value greater than 0.5, confirming that all variables meet the criteria required for construct validity.

Inner Model Evaluation

Once the proposed model fulfills the standards for discriminant validity, the inner model is evaluated through the R-Square test for each endogenously defined latent variable to assess the predictive strength of the structural model. A higher R-Square value indicates a stronger predictive capability of the suggested model. If the R-Square value achieved is between 0.25 and 0.50, it suggests that the model is weak; if the R-Square value achieved is between 0.50 and 0.75, it indicates that the model is moderate; if the R-Square value achieved is between 0.75 and 1.00, it signifies that the model is strong. The results of the R-Square test in this research study are presented below.

Tabel 3. Output R-Square

	R-square	R-square adjusted
Employee Performance	0.694	0.689
Work Engagement	0.685	0.682

Source: Processed data 2025

Based on the results in Table 3, it can be seen that in the research model, the R-Square value for the Employee Performance variable is 0.694 (R-Square) and 0.689 (Adjusted R-Square), while for the Work Engagement variable, it is 0.685 (R-Square) and 0.682 (Adjusted R-Square). Given that the R-Square values for both latent variables are greater than 0.50, it can be concluded that this model has predictive power in the moderate category. In other words, the model demonstrates reasonably good predictive ability.

Tabel 4. Output F-Square

	Employee Performance	Job Crafting	Self Efficacy	Work Engagement
Job Crafting	0.093			0.277
Self Efficacy	0.045			0.420
Work Engagement	0.215			
Employee Performance				

Source: Processed data 2025

Based on Table 4, the relationship between Job Crafting and Employee Performance has an F-Square value of 0.093, indicating a small effect, the correlation between Self Efficacy and Employee Performance has an F-Square value of 0.045, also indicating a small effect, while the relationship between Work Engagement and Employee Performance has an F-Square value of 0.215, indicating a moderate effect. Additionally, the relationship between Job Crafting and Work Engagement has an F-Square value of 0.277, indicating a moderate effect, and the relationship between Self Efficacy and Work Engagement has an F-Square value of 0.420, indicating a large effect.

Hypotheses Testing

Bootstrap testing also aims to minimize data abnormality issues in research. According to the analysis of data carried out by the researcher, the results obtained are utilized to address the hypotheses presented in this study. The examination of path coefficients in this research was performed by analyzing P-Values. The research hypothesis is accepted if the P-Value is < 0.05. The following are the results of the path coefficient test obtained through the inner model.

Table 5. Hypotheses Testing

	Original sample (O)	T statistics (O/STDEV)	P values
Job Crafting -> Employee Performance	0.261	3.785	0.000
Self Efficacy -> Employee Performance	0.191	2.769	0.006
Work Engagement -> Employee Performance	0.457	5.556	0.000
Job Crafting -> Work Engagement	0.404	6.398	0.000
Self Efficacy -> Work Engagement	0.498	7.987	0.000
Job Crafting -> Work Engagement -> Employee Performance	0.185	3.965	0.000
Self Efficacy -> Work Engagement -> Employee Performance	0.227	4.723	0.000

Source: Processed data 2025

DISCUSSION

Effect of Job Crafting on Employee Performance

Based on Table 5, particularly the hypothesis testing, a p-value of 0.000 was obtained, which is less than 0.05. This result was obtained through testing using the Smart PLS program and was proven to be significant through the p-value. This means that there is a positive influence of Job Crafting on the

Employee Performance of Arga Makmur Regional General Hospital employees. The higher the Job Crafting, the higher the Employee Performance of the staff at Arga Makmur General Regional Hospital. In the framework of the JD-R Model (Bakker & Demerouti, 2007), job crafting is considered a job resource that enables employees to enhance their workplace and proactively adapt to job demands, which increases their motivation and ultimately enhances performance. Workers tend to be more engaged in their tasks and provide assistance create job opportunities when management has a good human resources system. A study by (Lichtenthaler & Fischbach, 2018) revealed that leadership that supports employee development and provides space for employees to adjust their work will have a positive impact on career advancement and development. Therefore, it is important for the management of Arga Makmur General Hospital to encourage and support Job Crafting practices among employees so they can improve their work performance, ultimately contributing to enhanced service quality at the hospital. The implementation of Job Crafting can also enhance employees' sense of ownership and responsibility toward their work, leading to increased job satisfaction. By creating an environment that fosters creativity and initiative, the hospital can build a more productive and dedicated team. The results of this study are in line with previous studies such as the study by (Junça-Silva et al., 2022). The study found that job crafting has a positive effect on employee performance. This research aims to examine job crafting in public healthcare sector, a context that has been relatively underexplored in prior research, particularly at Arga Makmur Regional General Hospital.

Effect of Self Efficacy on Employee Performance

Based on Table 5, particularly the hypothesis testing, a p-value of 0.006 was obtained, which is less than 0.05. This result was obtained through testing using the Smart PLS program and was proven to be significant through the p-value. This means that there is a positive influence of Self-Efficacy on Employee Performance at Arga Makmur Regional General Hospital. According to the JD-R Model, self-efficacy is a form of personal resource that helps employees cope with job demands, increases their motivation, and strengthens their belief to succeed, which leads to improved performance (Bakker & Demerouti, 2007). The higher the Self-Efficacy, the higher the Employee Performance of the staff at Arga Makmur General Hospital. Self-efficacy and employee performance are interrelated because an individual's belief in their abilities can help them perform at their best, both in relation to the amount and standard of their work. Conversely, low self-efficacy can hinder someone from effectively fulfilling their responsibilities, which can result in losses for the organization (Pramudhita & Izzati, 2022). A person's confidence in their

ability to attain the results they want is one of the elements that can enhance performance, as success at work reflects their character and level of expertise in performing their tasks (Mahawati & Sulistiyani, 2021). People who possess a strong sense of self-efficacy have greater confidence in confronting challenges at work, which ultimately drives them to achieve better performance. Therefore, hospital management should support the development of employees' self-efficacy through training, motivation reinforcement, and the provision of appropriate challenges so that they can optimize their performance. The results of this research are consistent with previous studies, such as the one carried out by (Budiyanto et al., 2023). The research indicated that self-efficacy positively affects employee performance. This study provides empirical evidence on how self efficacy functions as a psychological resource to enhance performance among public hospital employee performance which has not been extensively explored in prior studies.

Effect of Work Engagement on Employee Performance

Based on Table 5, particularly the hypothesis test, a p-value of 0.000 was obtained, which is less than 0.05. This result was obtained through testing using the Smart PLS program and was proven to be significant through the p-value. This means that there is a positive influence of Work Engagement on Employee Performance at Arga Makmur Regional General Hospital. In the JD-R framework, work engagement acts as a motivational mechanism triggered by the availability of job and personal resources, and serves to translate these resources into higher levels of performance (Bakker & Demerouti, 2007). The higher the Work Engagement, the higher the Employee Performance of the staff at Arga Makmur General Hospital. Individuals with high levels of Work Engagement are typically lively, have strong mental resilience, and continue to strive hard despite facing challenges. Workers who are actively involved in their tasks usually acquire greater knowledge and skills, enabling them to work more effectively and achieve success in their jobs (Witriaryani et al., 2022). (Siti Solikha, 2020) study also shows that work engagement is one of the main indicators in assessing employee performance in the workplace. This aligns with (Kustya & Nugraheni, 2020) research, which reveals that work engagement levels contribute to improving employee performance. The study shows that the higher an employee's work engagement level, the better the performance they can achieve. Therefore, it is important for the management of Arga Makmur General Hospital to create a supportive and motivating environment for employees to become more engaged in their work, thereby improving overall performance. The results of this study are consistent with previous research, including the research conducted by (Qodariah, 2019). The study It has been observed that work engagement positively affects

employee performance. This research contributes by testing work engagement as a predictor of employee performance using SmartPLS within the public healthcare sector, offering practical insights into how engagement strategies can enhance service quality at Arga Makmur Regional General Hospital.

Effect of Job Crafting on Work Engagement

Based on Table 5, particularly the hypothesis testing, a p-value of 0.000 was obtained, which is less than 0.05. This result was obtained through testing using the Smart PLS program and was proven to be significant through the p-value. This means that there is a positive influence of Job Crafting on Work Engagement among employees at Arga Makmur Regional General Hospital. Within the JD-R Model, job crafting strengthens job resources, which in turn enhances work engagement as a motivational response (Bakker & Demerouti, 2007). The higher the Job Crafting, the higher the Work Engagement of employees at Arga Makmur Regional General Hospital. Job Crafting at the development stage has proven to be optimal in enhancing Work Engagement, as evidenced by a significant increase in employee engagement, as reported by (Aisyah, 2022). Thus, Job Crafting can encourage employees to feel more engaged in their work, which in turn improves productivity and performance quality. Additionally, research conducted by (Nur Ahdianita & Setyaningrum, 2024) also states that there is a significant relationship between Job Crafting and Work Engagement. They found that employees who actively influence their work tend to be more engaged in it. Employees who can maximize job demands and available resources are also more prepared to work in challenging environments. One of the elements influencing employee engagement is Job Crafting. Through this process, employees can create their tasks by incorporating social, cognitive, and structural elements, which in turn can foster high motivation among employees. This work Engagement is very important for fostering a positive workplace atmosphere and improving overall organizational performance. The results of this study are in line with previous studies such as the study by (Nguyen et al., 2019). The study found that job crafting has a positive effect on work engagement. This study examines job crafting within the public healthcare context—an area that has received limited attention in previous research, particularly at Arga Makmur Regional General Hospital.

Effect of Self Efficacy on Work Engagement

Based on Table 5, particularly the hypothesis testing, a p-value of 0.000 was obtained, which is less than 0.05. This result was obtained through testing using the Smart PLS program and was proven to be significant through the p-value. This means that there is a positive influence of Self-Efficacy on Work Engagement among employees at Arga Makmur Regional General

Hospital. Based on the JD-R Model, self-efficacy as a personal resource fosters higher motivation and positive affect, which then encourages greater engagement with work (Bakker & Demerouti, 2007). The higher the Self-Efficacy, the higher the Work Engagement of employees at Arga Makmur General Hospital. In other words, strong self-confidence can enhance employees' motivation and dedication in their work, which in turn positively impacts their engagement in their jobs. Research conducted by (Adnan et al., 2021) revealed that Self-Efficacy is a psychological condition where an individual believes in their skills to complete a task. Employees with high Self-Efficacy tend to be more dedicated and motivated to perform their work better. The higher an individual's Self-Efficacy, the higher their self-esteem, self-confidence, and belief in their ability and effort to achieve their goals. This will increase motivation and dedication at work (E. Liu & Huang, 2019). Employees with good Self Efficacy believe that they can overcome challenges in their work, so they are more enthusiastic and strive to deliver the best results, both as individuals and as part of the organization. Additionally, increased self-efficacy can reduce anxiety and uncertainty when facing challenging tasks, enabling employees to remain focused and productive. Therefore, self-efficacy is essential in promoting positive connections between workers and their tasks, which in turn aids in reaching the objectives of the organization. The findings of this research align with earlier studies, including the investigation conducted by (Anam & Anggarani, 2023). The study found that self-efficacy has a positive influence on employee performance. The results highlight the significant role of self-efficacy in enhancing work engagement at Arga Makmur Regional General Hospital, extending its relevance beyond the commonly studied contexts of education and private sector organizations.

Effect of Job Crafting on Employee Performance on Work Engagement

Based on Table 5, particularly the hypothesis testing, a p-value of 0.000 was obtained, which is less than 0.05. This result was obtained through testing using the Smart PLS program and was proven to be significant through the p-value. This means that there is a positive influence of Job Crafting on Employee Performance through Work Engagement among employees at Arga Makmur Regional General Hospital. This aligns with the JD-R Model, which suggests that job crafting enhances job resources, thereby increasing work engagement, which then translates into higher performance (Bakker & Demerouti, 2007). In other words, the higher the level of Job Crafting performed by employees, the higher their performance through increased Work Engagement. Employees involved in Job Crafting tend to feel more involved in their work, which in turn increases their work engagement and positively impacts their performance. Research conducted by (Guan & Frenkel, 2018)

revealed that a strong Human Resource Management (HRM) system encourages employees to take a more active role in their work and participate in the Job Crafting process. Job Crafting, both individually and in conjunction with Work Engagement, acts as a mediator in the relationship between HRM and Employee Performance. By providing employees with the space to tailor their work to their interests and strengths, organizations can increase employee engagement and ultimately improve overall performance outcomes. The implementation of Job Crafting can also foster a greater sense of responsibility toward work, encouraging employees to give their best in every task they undertake. (Albana, 2019) also states that Job Crafting has a significant contribution in bridging the relationship between Work Engagement and Employee Performance. The results of this study are consistent with previous studies such as study by (Albana, 2019). The study found that job crafting has a positive effect on employee performance through work engagement. This study reveals that work engagement serves as a psychological mediator explaining how job crafting enhances employee performance in the public healthcare sector an area that has received limited attention in prior research.

Effect of Self Efficacy on Employee Performance on Work Engagement

Based on Table 5, particularly the hypothesis testing, a p-value of 0.000 was obtained, which is less than 0.05. This result was obtained through testing using the Smart PLS program and was proven to be significant through the p-value. This means that there is a positive influence of Self-Efficacy on Employee Performance through Work Engagement among employees at Arga Makmur Regional General Hospital. According to the JD-R Model, self-efficacy as a personal resource strengthens work engagement, which in turn improves employee performance (Bakker & Demerouti, 2007). In other words, employees' Self-Efficacy not only directly influences their performance but also affects performance through increased work engagement. Employees with high self-confidence tend to be more motivated and engaged in their work, which ultimately impacts their performance improvement. Self-Efficacy not only contributes to enhancing employee performance but also strengthens their engagement in the work they do, thereby improving the overall organizational performance. Employees who have strong self-confidence tend to have higher motivation to work harder in their jobs. This confidence makes them feel more capable of facing work challenges and overcoming obstacles that may arise, so they are more involved in their work and make greater contributions to the organization. Research by (Albana, 2019) reveals that Self-Efficacy is a psychological condition that allows individuals to have assurance in their abilities to accomplish tasks. This encourages them to engage more in

their tasks and enhance their performance. Additionally, increased Self-Efficacy can also reduce anxiety and uncertainty when facing work challenges, making employees more focused and productive. Therefore, organizations need to create an environment that supports the development of Self-Efficacy through training and appropriate challenges. The results of this study align with previous research such as the study by (Al-Hamdan & Bani Issa, 2022). That study found that Self-Efficacy has a positive influence on Employee Performance through Work Engagement. This study contributes by integrating self efficacy and work engagement into a mediation model to explain employee performance, particularly at Arga Makmur Regional General Hospital, an area that has rarely been explored empirically.

CONCLUSION

This study concludes that there is a significant positive effect between Job Crafting and Self Efficacy on Employee Performance through Work Engagement at Arga Makmur Regional General Hospital. The higher the level of Job Crafting performed by employees, the higher their performance through increased work engagement. Employees with high Self-Efficacy also tend to have better performance, as strong self-confidence drives them to be more involved in their work and tackle challenges with greater confidence. Similarly, Work Engagement plays a crucial role in enhancing employee performance by boosting their motivation and mental resilience at work. Additionally, The findings of this research indicate that psychological factors such as Self Efficacy and environmental factors like Job Crafting act as mediators that strengthen the relationship between work engagement and employee performance. Therefore, the management of Arga Makmur General Hospital should prioritize the growth of Self-Efficacy and the implementation of Job Crafting as part of their human resource management strategy. Creating an environment that supports employees in adapting their work to their personal abilities and interests can improve their participation and effectiveness, which subsequently positively impacts the achievement of organizational goals.

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