

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

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**ABSTRACT:** This study aims to examine the role of Self-Efficacy as a predictor of Job Crafting behavior among members of the Indonesian National Police (Polri). Job Crafting is conceptualized as proactive behavior through which individuals adjust job tasks (Task Crafting), build and manage work-related relationships (Relational Crafting), and cognitively construct the meaning of their work (Cognitive Crafting). In the context of police work, which is characterized by high physical, cognitive, and emotional demands, understanding psychological factors that predict adaptive work behavior is essential to support sustainable performance and effective work adjustment among police personnel.

This study employed a quantitative approach using a survey design. The research was conducted among Polri personnel at the Yogyakarta Special Region Police Department. The research subjects consisted of 770 personnel selected based on established population criteria. Data were collected using a Self-Efficacy scale and a Job Crafting scale comprising the dimensions of Task Crafting, Relational Crafting, and Cognitive Crafting. The instruments demonstrated adequate validity and reliability based on psychometric testing. Data analysis was performed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS version 4.2.9 to examine path coefficients, coefficients of determination, and predictive relevance.

The results indicate that Self-Efficacy significantly predicts Job Crafting, both at the overall construct level and across the dimensions of Task Crafting, Relational Crafting, and Cognitive Crafting. These findings suggest that beliefs in personal capability play a role in supporting police personnel's tendencies to adjust job tasks, proactively manage work relationships, and construct more positive and meaningful interpretations of their work. This study recommends that human resource development within the Polri institution consider strengthening Self-Efficacy as a relevant psychological factor in promoting adaptive work behavior.

**KEYWORDS:** Job Crafting, policing, Self-Efficacy.

### I. INTRODUCTION

As social, technological, and national security challenges become increasingly complex, members of the Indonesian National Police are required to have not only technical and professional competencies, but also the adaptive ability to adjust to a rapidly changing and stressful work environment. In carrying out their duties, members of the Indonesian National Police are often faced with situations that require them to handle multiple tasks simultaneously, deal with personnel limitations, and respond to conditions that cannot always be anticipated through written work guidelines.

Research on law enforcement organizations shows that police officers are often faced with high workloads, time pressures, demands for accurate decision-making, and operational situations that cannot always be predicted procedurally (Shane, 2010; Violanti et al. In such conditions, individuals are required to be able to adjust their work methods so that the implementation of tasks remains effective without neglecting organizational regulations. In such conditions, individuals are required to be able to adjust their work methods so that tasks can still be carried out effectively without neglecting organizational regulations. In various situations, individuals need to set work priorities, adjust task implementation methods, and manage coordination independently so that work can continue to run smoothly.

Research shows that in organizations with rigid formal structures, task effectiveness is not solely determined by compliance with procedures, but also by the ability of individuals to proactively and adaptively adjust their work methods to situational demands (Grant & Parker, 2009; Parker et al. When work demands increase and work procedures do not always provide the right solutions, individuals are required to make independent work adjustments to maintain performance.

## **Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police**

Job Crafting refers to the proactive behavior of individuals in adjusting their work methods by rearranging tasks, social relationships, and ways of interpreting work so that work demands can be managed more effectively (Wrzesniewski & Dutton, 2001). A number of empirical studies show that Job Crafting plays an important role in increasing work engagement, psychological well-being, and performance effectiveness, both in the public and private sectors (Slomp & Vella-Brodrick, 2013; Rudolph et al. Longitudinal research findings also show that Job Crafting is a relatively stable work behavior and has a long-term impact on individual adaptability and performance (Roczniewska et al.

Research involving members of the Indonesian National Police generally emphasizes variables such as work stress, discipline, leadership, or performance as the main focus (Haryono & Arafat, 2019; Sukidjan, 2019; Wahyu & Prasetyo, 2022).

When Job Crafting appears in police research, this variable is positioned as a mediator or supporting variable, not as the main mechanism of work adaptation (Negoro et al.

This indicates a research gap regarding the work adaptation mechanisms of Indonesian National Police members at the daily behavior level. To explain the variation in individual tendencies in performing Job Crafting, previous studies have highlighted the role of personal factors, particularly Self-Efficacy.

In line with this view, Schwarzer and Jerusalem (1995) developed the concept of general Self-Efficacy, which is understood as an individual's overall belief in their ability to overcome various difficult and challenging situations.

In occupational psychology, Self-Efficacy is positioned as a Personal Resource that influences how individuals assess work demands, interpret obstacles, and choose adaptation strategies (Hobfoll et al.

Empirical research shows that Self-Efficacy serves as the psychological foundation for the emergence of Job Crafting behavior. Ingusci et al. (2019) found that Self-Efficacy predicts an individual's tendency to engage in Job Crafting, which in turn impacts work performance improvement. Roczniewska et al. (2020) also confirmed that individuals' belief in their ability to make work adjustments is a psychological prerequisite for the emergence of Job Crafting behavior.

However, the relationship between Self-Efficacy and adaptive behavior is not always linear and can be influenced by organizational context and work pressure (Guillén, 2021; Martínez-Díaz et al. A rigid organizational structure, high accountability demands, and significant work risks have the potential to limit individual adaptation, making internal psychological factors crucial in explaining variations in adaptive behavior.

However, to date, research that specifically places Job Crafting as the main variable and tests Self-Efficacy as a predictor among members of the Indonesian National Police, particularly at the regional police level, is still very limited.

Based on preliminary observations and a two-month preliminary study involving 10 members of the Indonesian National Police, it was found that under certain conditions, individuals need to determine for themselves how to manage their work so that tasks can continue to be carried out effectively.

## **II. MATERIAL AND METHODS**

### **A. Research Type and Design**

This study uses a quantitative approach with a correlational research type. Cohen et al. (2018) state that quantitative research is an approach that focuses on measuring variables that can be calculated numerically, and the data collected is used to test theories and predict relationships between variables. Meanwhile, correlational research is a type of research that aims to determine the relationship or influence between two or more variables (Fraenkel et al., 2012).

The research design used is a survey research design. Surveys involve the use of structured questionnaires to collect data on the perceptions, beliefs, attitudes, and behaviors of individuals in the workplace. In organizational behavior studies, surveys are categorized as one of the main methods for studying psychosocial phenomena in the work environment because they are able to collect large amounts of data efficiently and allow for systematic analysis of the relationships between variables (Black et al., 2019). Surveys also provide flexibility in evaluating psychological variables such as Self-Efficacy and Job Crafting, including when research is directed at assessing predictive relationship patterns between constructs.

The selection of a survey design in this study was based on the objective of testing the role of Self-Efficacy as a predictor of Job Crafting among members of the Indonesian National Police. Constructs such as belief in one's own abilities (Self-Efficacy) and proactive behavior in modifying work (Job Crafting) are best measured through self-reports using questionnaires, so the use of a survey design is in line with empirical practices in modern organizational research (Black et al., 2019). With a survey design, data on Self-Efficacy and Job Crafting can be collected at a single point in time and then analyzed to assess the predictive relationship between variables statistically.

## **Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police**

In this study, the predictor variable is Self-Efficacy, while the criterion variable is Job Crafting with three dimensions, namely Task Crafting, Relational Crafting, and Cognitive Crafting. This study will analyze how the level of Self-Efficacy can predict the overall Job Crafting ability and each of its dimensions among members of the Indonesian National Police.

### **B. Research Location and Time**

#### **1. Research Location**

This research was conducted at the Yogyakarta Special Region Police (Polda DIY), which is one of the Regional Police (Polda) under the Indonesian National Police (Polri). Polda DIY has a strategic position as a law enforcement agency in an area known as a center for education, culture, and national tourism. This location was chosen because it reflects unique social, economic, and cultural complexities, making it a relevant context for researching the psychological dynamics of Polri members, particularly in relation to Self-Efficacy and Job Crafting in the performance of their duties.

Structurally, Polda DIY is led by a Regional Police Chief (Kapolda) with the rank of Inspector General of Police (Irjen Pol.), and assisted by a Deputy Regional Police Chief (Wakapolda) with the rank of Brigadier General of Police (Brigjen Pol.). In carrying out its duties, Polda DIY oversees 27 main work units, as well as 3 Polres and 2 Polresta under its coordination, namely Polresta Yogyakarta, Polresta Sleman, Polres Bantul, Polres Kulon Progo, and Polres Gunungkidul.

Each work unit has different characteristics in terms of duties and responsibilities, ranging from public service, law enforcement, community development, member development, to community security and order control (Kamtibmas). This variation allows researchers to obtain rich and representative data on various forms of Job Crafting behavior among Polri members who face different work challenges.

From a socio-cultural perspective, the Special Region of Yogyakarta is known as an area with a highly educated population, strong social participation, and a high regard for local cultural and ethical values. These conditions require Polri members to have strong interpersonal communication skills, social empathy, and emotional intelligence. Interactions between officials and the community in this region are often dialogical and participatory in nature, requiring initiative, flexibility, and adaptive abilities from each member of the Indonesian National Police. This situation makes the Yogyakarta Regional Police Headquarters an ideal location to study how self-efficacy can act as a psychological factor that encourages job crafting in a work environment full of social dynamics.

From an operational perspective, Polda DIY members face a fairly complex workload. As an area with high community mobility, mainly due to the presence of thousands of students from various regions and domestic and foreign tourists, Polri members in DIY are often faced with unexpected situations such as traffic control during major events, securing demonstrations, and handling urban crime. This complexity requires members to be able to manage work demands effectively by utilizing available work resources.

During the researcher's initial observations within the Yogyakarta Regional Police, it was apparent that members had varying levels of self-confidence in carrying out their daily duties. Some members appeared quite confident when facing dynamic work demands, making decisions, or adjusting their work methods according to the situation. However, others appeared to be cautious and less confident when faced with tasks that required greater initiative or more complex interpersonal skills. These differences appear to be related to variations in task experience, opportunities to participate in training, and the support received in the work process. These initial findings indicate that self-efficacy does not develop evenly in each individual, and this condition has the potential to affect members' ability to proactively reorganize or adjust their work.

This condition reinforces the relevance of choosing the Yogyakarta Regional Police as the research location because the police work environment in this region illustrates the complex interaction between individual (psychological) factors and contextual (organizational and social) factors. These dynamics provide an opportunity to gain a deeper understanding of whether self-efficacy plays a major role in driving Job Crafting behavior, which is manifested through members' ability to adapt tasks, expand work relationships, and find new meaning in their roles as protectors, guardians, and servants of the community.

Thus, the Yogyakarta Regional Police is not only a representative research location in terms of the organizational structure and operational functions of the Indonesian National Police, but also a social arena that allows for scientific testing of the influence between Self-Efficacy and Job Crafting in the context of high-pressure work and great public responsibility. The research results are expected to provide practical contributions to the development of Indonesian National Police human resource development policies, particularly in improving the psychological capacity and adaptive performance of members through the strengthening of Self-Efficacy.

# Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

## 2. Research Period

This research was conducted from February to December 2025. The research began with administrative licensing, which involved submitting a research permit application to the authorities at the Yogyakarta Regional Police Headquarters. Next, data collection was carried out by distributing questionnaires to members of the Indonesian National Police involved in this research. The timing of data collection was chosen taking into consideration the work schedules of Indonesian National Police members so as not to interfere with their operational duties. Next, the collected data was processed through data processing and analysis stages using appropriate statistical procedures to test the established hypotheses. The final stage was the preparation of a research report that included an analysis of the results and relevant recommendations. The research process was planned to be carried out systematically, taking into account the need to avoid disrupting the operational duties of Polri members, and was expected to be completed within the specified time.

## C. Population and Sample

### 1. Population

Theoretically, the research population is defined as all subjects or individuals who have certain characteristics and are the target of research result generalization (Kerlinger & Lee, 2000). The selection of this population is in line with Neuman's (2014) view that the population must be selected based on its strong relevance to the research variables and its logistical accessibility to researchers.

The population in this study includes members of the Yogyakarta Special Region Police (Polda DIY) who come from several administrative and public service work units with job characteristics that are relatively safe for Job Crafting without the risk of violating standard operating procedures (SOP). Based on data from the Human Resources Bureau (SDM) of Polda DIY in 2025, the number of personnel from 15 work units designated as the research population is 770 people. The work units designated as the research population are listed in the following table:

| No               | Work Unit | Number of Personel |
|------------------|-----------|--------------------|
| 1                | ITWASDA   | 35                 |
| 2                | RORENA    | 25                 |
| 3                | RO SDM    | 73                 |
| 4                | ROLOG     | 55                 |
| 5                | DITLANTAS | 30                 |
| 6                | DITBINMAS | 49                 |
| 7                | SPN       | 141                |
| 8                | BIDPROPAM | 112                |
| 9                | BIDKEU    | 15                 |
| 10               | BID TIK   | 32                 |
| 11               | BIDHUMAS  | 38                 |
| 12               | SETUM     | 10                 |
| 13               | SPKT      | 30                 |
| 14               | YANMA     | 90                 |
| 15               | SPRIPIIM  | 35                 |
| Populasi Size(N) |           | <b>770 peoples</b> |

The selection of the population was conducted purposively based on two main considerations. First, these work units have a variety of roles and functions that reflect the characteristics of administrative work, public service, and technical support that are in line with the context of research on Job Crafting. Second, these units are relatively stable in terms of routine tasks, thus enabling the research to be conducted without disrupting official activities and without the risk of violating professional ethics.

### 2. Sample

The sampling technique used in this study was Simple Random Sampling (SRS). This technique gives every individual in the population an equal chance of being selected as a respondent (Taherdoost, 2016). This approach was chosen because it is in line with the principles of quantitative psychological research, which emphasizes objectivity, representativeness, and the statistical generalizability of research results.

The sample size was calculated using Cochran's (1977) formula for a limited population, with the following formulation:  
Formula for calculating the initial sample size for a large population:

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

$$n_0 = \frac{Z^2 \cdot p(1-p)}{e^2}$$

Finite Population Correction (FPC):

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

Explanation:

n = final sample size after limited population correction,

n<sub>0</sub> = initial sample size for large populations,

Z = standard normal distribution value at a 95% confidence level (1.96),

p = assumed population proportion (0.5 for maximum results),

N = population size = 770

e = permissible error rate (0.05).

The calculation steps are as follows:

Calculate the initial sample size for a large population:

$$n_0 = \frac{1,96^2 \times 0,5(1-0,5)}{0,05^2}$$

$$n_0 = 384,16$$

- b. Once the initial sample size for large populations is known, the next step is to make corrections for finite populations using Finite Population Correction (FPC):

$$n = \frac{\frac{384,16}{1 + \frac{384,16 - 1}{770}}}{1 + 0,4975} = \frac{384,16}{1,4975} = 256,5$$
$$n = 257$$

Based on these calculations, the minimum sample size required was 257 personnel, but in the field, researchers obtained a sample of 260 personnel.

To ensure that this study has adequate representativeness and that the results can be generalized to the population of Polri members in the Yogyakarta Regional Police, it is necessary to determine the sample size and sampling technique in accordance with the principles of quantitative research methodology. The selection of an accurate sampling method is an important step because it determines the extent to which the data obtained can reflect the characteristics of the population as a whole. Therefore, this study used the Cochran (1977) formula to calculate the sample size and the simple random sampling (SRS) technique for sampling. This approach was chosen based on theoretical and empirical considerations so that the research results would not only be statistically valid but also contextually relevant to the conditions of the police organization.

The main reason this study uses the Cochran (1977) formula in determining the sample size is because this formula is considered the most common and reliable method for estimating sample size in quantitative research, especially when the population is medium to large. This formula allows researchers to obtain an adequate sample size by considering the confidence level and margin of error that are scientifically acceptable. In the context of this study, the population of Polri members in the Yogyakarta Regional Police, which was the target of the study, numbered 770 people. This number falls into the category of a finite population, so the use of the Cochran formula with a finite population correction is the most appropriate choice for producing a proportional and efficient sample size.

In addition, the use of the Cochran formula also provides strong methodological justification because it takes into account variations in the population (through the parameter  $p(1-p)$ ) and adjusts them to a research error tolerance of 5%. With a 95% confidence level, a sample size of 257 respondents is considered to have met the minimum requirements for generalizing the research results to the target population without causing too great a risk of estimation error (Cochran, 1977; Lohr, 2019).

The sampling technique used was Simple Random Sampling (SRS). This technique was chosen because it is in line with the characteristics of quantitative research, which is oriented towards testing the relationship between variables objectively and free from selection bias (Taherdoost, 2016). In this technique, each member of the population has an equal chance of being selected as a respondent. Thus, the research results are expected to be more representative and can be generalized to the entire population of Polri members in Polda DIY. The selection of the Simple Random Sampling technique also strengthens the external validity of the research, because the distribution of the sample does not depend on the subjective considerations of the researcher, but is determined entirely by the randomization process.

The selection of this technique also considers the research objectives, which focus on analyzing the relationship between variables without having to compare between groups or job strata. Therefore, Simple Random Sampling is considered the most appropriate because it provides an objective overview of the relationship between variables across the entire population of Polri

## **Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police**

members who have relatively equal opportunities in the context of administrative and service tasks. With this approach, researchers can ensure that the research results are not only statistically valid but also contextually relevant to the work dynamics of Polri members in the Yogyakarta Regional Police.

In its implementation, the sample frame in this study was compiled based on a list of Polri members in Polda DIY obtained from the Polda DIY Human Resources Bureau. To ensure the principle of equal opportunity for all members of the population, the list was first randomized using a numerical randomization procedure. After the randomization process was carried out, the selection of respondents was carried out by taking sample units at even serial numbers from the randomized list that was available. This approach is relevant in organizational psychology research that emphasizes the importance of representativeness to ensure the reliability of results and the generalization of findings to a broader context (Shaughnessy et al., 2015). Thus, the research results can be statistically generalized to the population of Polri members in the Yogyakarta Regional Police who have similar work characteristics, and interpreted as a valid and relevant description of the influence of Self-Efficacy on Job Crafting in the context of the police organization.

### **D. Research Variables**

In quantitative psychological research, variables are concepts or constructs that can be measured and show variations between individuals or groups. Variables are used to describe psychological phenomena that are to be studied empirically and form the basis for testing relationships between phenomena using statistical methods. According to Kerlinger and Lee (2000), variables are properties or characteristics that can take more than one value and can be observed and measured. This study consists of two main variables, namely exogenous variables and endogenous variables. The exogenous variable or predictor is Self-Efficacy, while the endogenous variable or outcome is Job Crafting.

The exogenous variable in this study is Self-Efficacy. Self-Efficacy is understood as an individual's belief in their ability to manage task demands and execute the actions necessary to achieve the expected work results (Bandura, 1997). In the context of policing, Self-Efficacy reflects the level of confidence of Polri members in carrying out their duties, taking initiative, and facing high work pressure and risks. This variable is positioned as a personal resource that encourages adaptive behavior at work.

The endogenous variable in this study is Job Crafting, which is the proactive behavior of individuals in adjusting their work to align with their abilities and work demands (Wrzesniewski & Dutton, 2001; Slemp & Vella-Brodrick, 2013). In the context of Polri members, Job Crafting is understood as a form of independent adjustment to tasks, work relationships, and professional meaning to support the effectiveness of task implementation in a dynamic and structured work environment. Job Crafting in this study is operationalized through three main dimensions, namely Task Crafting, Relational Crafting, and Cognitive Crafting.

By defining the research variables conceptually and operationally, this study ensures that the measurement of Self-Efficacy and Job Crafting is valid, reliable, and appropriate to the context of the Indonesian National Police organization. Clarity in the operationalization of variables also allows the research results to be used to make practical contributions to the development of strategies to increase the psychological capacity of Polri members by strengthening Self-Efficacy as a means to improve constructive and adaptive Job Crafting behavior.

### **E. Operational Definition of Variables**

This study consists of two main variables, namely Self-Efficacy as an exogenous variable (X) and Job Crafting as an endogenous variable (Y). Both variables are measured using instruments that have been standardized internationally and have been widely used in occupational psychology research.

#### **1. Job Crafting Variable (Y)**

According to theory, Job Crafting is defined as the degree to which individuals proactively adjust their tasks, relationships, and the meaning of their work. In the context of police work, Job Crafting describes the extent to which members of the Indonesian National Police independently adjust their work to make it more effective and meaningful, for example by improving work methods, expanding social interactions, or reinterpreting the purpose of their work.

Operationally, Job Crafting is measured using the Job Crafting Questionnaire (JCQ) developed by Slemp and Vella-Brodrick (2013). This instrument consists of 15 statements with a 6-point Likert scale (1 = Almost Never to 6 = Very Often). The higher the score obtained, the greater the tendency for individuals to actively and constructively engage in Job Crafting. This scale measures the three main dimensions of Job Crafting, namely: Task Crafting, Relational Crafting, and Cognitive Crafting.

Thus, Job Crafting in this study is operationalized as the level of tendency of members of the Indonesian National Police to proactively adjust their tasks, relationships, and meaning of work, which is measured through the total score of the Job Crafting Questionnaire (JCQ) from Slemp and Vella-Brodrick (2013).

# Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

## 2. Self-Efficacy Variable (X)

Theoretically, Self-Efficacy in this study is defined as an individual's general belief in their ability to cope with various work situations and perform their job tasks effectively. Unlike Specific Self-Efficacy, which is limited to a specific context, general Self-Efficacy is comprehensive, describing the level of 2. Self-Efficacy Variable (X)

Theoretically, Self-Efficacy in this study is defined as an individual's general belief in their ability to cope with various work situations and perform their job tasks effectively. Unlike Specific Self-Efficacy, which is limited to a specific context, general Self-Efficacy is comprehensive, describing an individual's level of confidence in their ability to deal with various demands and pressures, both at work and in daily life.

Operationally, the Self-Efficacy variable in this study was measured using the General Self-Efficacy Scale (GSES) developed by Schwarzer and Jerusalem (1995). This scale consists of 10 statements in a 4-point Likert scale format (1 = Not True, 4 = Very True). The total score reflects an individual's general level of confidence in their ability to overcome difficult situations, take initiative, and utilize personal resources in facing work demands. The higher the score obtained, the greater the level of Self-Efficacy possessed by the respondent.

## F. Data Collection Techniques and Instruments

This study used a data collection method through an online questionnaire survey. This technique was chosen because it was considered the most efficient way to reach respondents spread across various work units within the Yogyakarta Special Region Police (DIY) without disrupting their duties and official activities. The questionnaire was compiled in the form of a Google Form and could be accessed via a link shared online with members of the Indonesian National Police who were the research respondents. The online method was chosen to facilitate the filling process, save time, and provide a sense of security and privacy for respondents so that they could answer questions honestly according to the actual conditions.

The research instrument consisted of three main parts. The first part was an information and informed consent sheet containing an explanation of the objectives, benefits, and rights of participants in the study. The second part contained the demographic identity of the respondents, including age, gender, length of service, and rank. The third part was the main measurement instrument.

The data collection method used a self-report questionnaire. This method was considered appropriate because respondents had a direct understanding of their own experiences, beliefs, and perceptions. According to Paulhus and Vazire (2007), self-reports are an effective way in psychological research to explore the cognitive and affective aspects of individuals in depth, as long as the instruments are designed with strong validity principles.

Before distributing the questionnaire, the researchers first obtained official permission from the Yogyakarta Regional Police, specifically through coordination with the Human Resources (HR) Department. After obtaining approval, the questionnaire link was distributed through the Yogyakarta Regional Police's internal communication network to personnel from the work units that had been designated as the research population. The questionnaire was filled out voluntarily and anonymously over a period of two weeks. To maintain participation levels, the researchers sent polite reminders halfway through the filling period without putting pressure on the respondents.

All data collected through Google Forms was automatically compiled into a digital worksheet. Before conducting statistical analysis, the researchers checked and cleaned the data. This step included checking the completeness of the responses, the consistency of the answers, and the validity of the respondents' membership in the research population. Incomplete responses or those that showed a pattern of frivolous answers were removed from the dataset so as not to affect the analysis results. Each respondent's identity was kept confidential, and participation in the study was voluntary without any consequences for their official status. The data obtained was only used for scientific purposes and knowledge development in the field of occupational and organizational psychology.

In addition, the selection of the online method also took into account the specific characteristics of the police organization, which has a highly disciplined command structure. With an anonymous completion mechanism, respondents were expected to answer openly without worrying about the hierarchical structure. This approach allowed researchers to obtain more objective data on the level of self-efficacy and job crafting behavior of members of the Indonesian National Police.

Two main measuring instruments were used in this study, namely the Job Crafting Questionnaire (JCQ) to measure Job Crafting behavior as an endogenous variable (Y), and the General Self-Efficacy Scale (GSES) to measure Self-Efficacy levels as an exogenous variable (X). Both have been proven to be valid and reliable internationally and relevant to the research context of Polri members in Polda DIY.

# Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

## 1. Job Crafting Questionnaire

The Job Crafting Questionnaire (JCQ) instrument was developed by Slemp and Vella-Brodrick (2013) to measure the extent to which individuals proactively adjust their work to make it more meaningful, effective, and in line with their personal interests and competencies. The JCQ consists of 15 items, divided into three dimensions based on the theory of Wrzesniewski and Dutton (2001), namely:

- a. Task Crafting, which includes efforts to add, reduce, or modify work tasks according to individual strengths.
- b. Relational Crafting, which includes modifying social relationships and work interactions to increase support and collaboration.
- c. Cognitive Crafting, which involves changing the way individuals understand and give meaning to their work.

Responses are measured using a 6-point Likert scale from 1 (almost never) to 6 (very often). The researchers chose to use the Job Crafting Questionnaire scale because it was relevant to the objectives of this study and because it could be completed honestly and truthfully in a short period of time, considering the respondents' boredom in filling out the scale and the many tasks that police officers had to perform.

## 2. General Self-Efficacy Scale

The General Self-Efficacy Scale (GSES) instrument was developed by Schwarzer and Jerusalem (1995) to measure individuals' general beliefs about their ability to cope with challenges, pressures, and difficult situations. This scale consists of 10 items with a four-point Likert scale from 1 (strongly disagree) to 4 (strongly agree).

Each item describes an individual's perception of their self-efficacy, such as "I am confident that I can deal with unexpected events effectively." The basic concept of this scale is rooted in Albert Bandura's (1977) Self-Efficacy theory, which states that belief in one's abilities influences an individual's choice of actions, persistence, and resilience in the face of difficulties.

Cross-cultural testing by Scholz et al. (2002) on 19,120 respondents from 25 countries showed that the GSES is unidimensional and universal, with Cronbach's alpha values between 0.75 and 0.91. In addition, research by Luszczynska et al. (2005) also confirmed the consistency of this construct in various cultural contexts.

The selection of these two measurement tools was based on several theoretical and methodological considerations. First, both the JCQ and GSE have been extensively tested in various studies and have demonstrated consistent reliability and validity in various work contexts. Second, these two instruments are practical and efficient for use in field research, as they are easy for respondents to understand and can be completed online in a relatively short time. This is important given the demanding nature of the duties of Polri members, who do not always have the time to complete lengthy questionnaires.

Theoretically, both instruments are directly relevant to the objectives of this study, which is to examine how Self-Efficacy acts as a predictor of Job Crafting behavior among Polri members in the Yogyakarta Regional Police. The JCQ serves to map forms of adaptive behavior at work, while the GSES serves to measure self-confidence as a psychological factor that motivates the emergence of such behavior.

Thus, the use of these two scales is considered capable of producing valid, reliable, and relevant data to answer the research questions and test the proposed hypotheses. Overall, the validity and reliability of these two instruments have been empirically tested in various contexts, making them solid and reliable measuring tools for this study. Both instruments have high Cronbach's alpha values, indicating that they have excellent internal consistency and can be trusted to measure the variables intended in this study.

## G. Research Validity and Reliability

Validity and reliability are two key aspects that determine the extent to which an instrument can measure psychological constructs accurately and consistently. In this study, the instruments used were the Job Crafting Questionnaire (JCQ) developed by Slemp and Vella-Brodrick (2013) and the General Self-Efficacy Scale (GSES) developed by Schwarzer and Jerusalem (1995). Both measurement tools were used without modification because they have a strong psychometric basis, have been tested across cultures, and are frequently used in various occupational psychology and general psychology studies in various countries. Both measurement tools have been standardized internationally and have strong evidence of their validity and reliability in various cultural contexts and populations. This study used both without modification and without conducting retests. This approach is in line with psychometric methodological guidelines which emphasize that the consistent use of validated instruments can increase the external validity of research (Kline, 2016; Boateng et al., 2018).

Nevertheless, this study still conducted a content validity process through Expert Judgment to ensure that the instruments were appropriate for the context of police work at the Yogyakarta Regional Police. This additional stage was carried out to ensure clarity of language, relevance of content, and suitability to the working culture of the Indonesian National Police,

# Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

given that differences in operational contexts can affect the practicality of using the instruments. Content validity is an important aspect that assesses the extent to which the content of the instrument represents the construct domain to be measured, and is assessed by experts who are competent in their fields (Haynes et al., 1995; Zamanzadeh et al., 2015).

## 1. Content Validity

The content validity process in this study involved three validators, namely two lecturers from the Faculty of Psychology, Yogyakarta State University (UNY) who have expertise in psychology, namely Prof. Dra. Yulia Ayriza M.Si., Ph.D. and Dr. Kartika Nur Fathiyah S.Psi., M.Si., as well as one police psychologist assigned to the Yogyakarta Regional Police who understands the context of police personnel duties, namely Bellatrix Putri Bahari, M.Psi., Psychologist. The selection of these three experts met the characteristics of validators required in content validity assessment, namely having relevant academic and professional competence, understanding the constructs being measured, and having experience in the development or use of psychological instruments (Polit & Beck, 2006).

The assessment process used Aiken's V (Aiken, 1985) as the content validity coefficient. Aiken's V was chosen because it is suitable for a small number of validators and uses an ordinal rating scale that is generally applied in evaluating the relevance and clarity of items. The Aiken's V coefficient shows the proportion of agreement among experts regarding the suitability of items with theoretical constructs, so that the higher the V value, the greater the content validity of the item. Experts were asked to assess each item based on three main aspects, namely:

- Clarity of language
- Relevance of items to constructs
- Suitability of item context to police duties

Each aspect was rated on a scale of 1 = Very Irrelevant (VIR) to 5 = Very Relevant (VR), where a higher number indicates a stronger level of suitability. The content validity coefficient was calculated for each item using Aiken's V formula as follows:

$$V = \frac{\sum s}{n(c - 1)}$$

Explanation:

V = content validity coefficient

s = assessment score minus lowest score

n = number of validators

c = number of assessment categories

The interpretation of Aiken's V values follows the critical table compiled by Aiken (1985). The cut-off value for Aiken's V of 0.75 is determined based on the critical table developed by Aiken (1985) and inferred by Penfield and Giacobbi (2004) for three validators with a five-category assessment scale. This value is the minimum acceptance threshold for items, so that Aiken's V values considered adequate for three validators are in the range of 0.75–1.00. The following table shows the interpretation of Aiken's V values for three validators with a five-category assessment scale.

### a. Job Crafting

The Job Crafting instrument consists of 15 items. The results of Aiken's V Job Crafting Instrument calculations using Aiken's V formula per item are as follows:

**Table 4. Content Validity Results of Aiken's V Job Crafting Instrument**

| No. Item | Validator Score 1 | Validator Score 2 | Validator Score 3 | Σs | Aiken's V | Classification |
|----------|-------------------|-------------------|-------------------|----|-----------|----------------|
| 1        | 5                 | 5                 | 5                 | 12 | 1,00      | very high      |
| 2        | 5                 | 5                 | 5                 | 12 | 1,00      | very high      |
| 3        | 5                 | 5                 | 5                 | 12 | 1,00      | very high      |
| 4        | 5                 | 5                 | 5                 | 12 | 1,00      | very high      |
| 5        | 5                 | 5                 | 5                 | 12 | 1,00      | very high      |
| 6        | 5                 | 5                 | 5                 | 12 | 1,00      | very high      |
| 7        | 5                 | 5                 | 5                 | 12 | 1,00      | very high      |
| 8        | 5                 | 5                 | 5                 | 12 | 1,00      | very high      |
| 9        | 5                 | 4                 | 5                 | 11 | 0,92      | very high      |
| 10       | 5                 | 5                 | 5                 | 12 | 1,00      | very high      |
| 11       | 5                 | 5                 | 5                 | 12 | 1,00      | very high      |

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

|    |   |   |   |    |      |           |
|----|---|---|---|----|------|-----------|
| 12 | 5 | 5 | 5 | 12 | 1,00 | very high |
| 13 | 5 | 5 | 5 | 12 | 1,00 | very high |
| 14 | 5 | 5 | 5 | 12 | 1,00 | very high |
| 15 | 5 | 5 | 5 | 12 | 1,00 | very high |

Based on the results of Aiken's V calculations per item in Table 4, all items in the Job Crafting instrument showed Aiken's V coefficient values in the range of 0.92–1.00, all of which exceeded the minimum critical value of  $V \geq 0.75$ . This indicates a very high level of expert agreement on the clarity of language, construct relevance, and contextual appropriateness of the items to police duties. Thus, all items of the Job Crafting instrument are declared valid in terms of content and suitable for use without revision.

### b. Self-Efficacy

The Self-Efficacy instrument consists of 10 items. The results of the Aiken's V calculation for the Self-Efficacy instrument using the Aiken's V formula per item are as follows:

**Table 5. Content Validity Results of the Self-Efficacy Instrument Aiken's V**

| No. Item | Validator Score 1 | Validator Score 2 | Validator Score 3 | $\Sigma s$ | Aiken's V | Classification |
|----------|-------------------|-------------------|-------------------|------------|-----------|----------------|
| 1        | 5                 | 5                 | 5                 | 12         | 1,00      | Very high      |
| 2        | 5                 | 5                 | 5                 | 12         | 1,00      | Very high      |
| 3        | 5                 | 5                 | 5                 | 12         | 1,00      | Very high      |
| 4        | 4                 | 5                 | 5                 | 11         | 0,92      | Very high      |
| 5        | 5                 | 5                 | 5                 | 12         | 1,00      | Very high      |
| 6        | 5                 | 5                 | 5                 | 12         | 1,00      | Very high      |
| 7        | 5                 | 5                 | 5                 | 12         | 1,00      | Very high      |
| 8        | 5                 | 5                 | 5                 | 12         | 1,00      | Very high      |
| 9        | 5                 | 5                 | 5                 | 12         | 1,00      | Very high      |
| 10       | 4                 | 5                 | 5                 | 11         | 0,92      | Very high      |

The results of the analysis in Table 5 show that Aiken's V values for all items in the Self-Efficacy instrument range from 0.92 to 1.00, all of which exceed the minimum critical value of  $V \geq 0.75$ . These findings indicate that each item has a very high level of suitability for the Self-Efficacy construct and is relevant to the context of police work. Thus, all items of the Self-Efficacy instrument are declared to have very high content validity and can be used without item elimination, with minor editorial revisions made based on validator input to improve language clarity.

With content validity fulfilled, this research instrument is considered suitable for use in the data collection stage and can proceed to the next psychometric testing stage, such as construct validity and reliability testing. Thus, the results of this content validity test serve as a foundation that supports the reliability of the measurement process in the study, while ensuring that the data obtained later reflects the construct being studied accurately and is scientifically responsible.

## 2. Convergent Validity

Convergent validity shows the extent to which indicators in a construct are correlated and collectively measure the same concept. Convergent validity is assessed through the Outer Loading (Loading Factor) value of each indicator on its latent construct. An indicator is considered convergent valid if it has a Loading Factor value  $\geq 0.70$  (Hair et al., 2022).

### a. Job Crafting

Empirical tests conducted by Slemp and Vella-Brodrick (2013) show that the JCQ has excellent construct validity, with factor loadings between 0.45 and 0.92 on its three main dimensions. Confirmatory Factor Analysis (CFA) also showed an adequate model fit ( $\chi^2/df = 1.71$ ; CFI = 0.96; NNFI = 0.95; RMSEA = 0.06). The Cronbach's Alpha reliability values for each dimension were 0.87 (Task Crafting), 0.89 (Cognitive Crafting), and 0.83 (Relational Crafting), with a total scale reliability of 0.91, indicating very high internal consistency.

Further research by Van Wingerden, Bakker, and Derks (2017) also found similar reliability values with an overall Cronbach's alpha of 0.91 and a Test-Retest Reliability result of  $r = 0.78$  after six weeks. These results indicate that the JCQ is stable over time and has good temporal reliability. Further research also shows similar consistency of results. Research by Lumentut and Ambarwati (2021) in Indonesia reported a total reliability of  $\alpha = 0.91$  and a good CFA model ( $\chi^2/df = 2.4$ ; CFI = 0.92; RMSEA = 0.07).

# Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

## b. Self-Efficacy

Based on cross-cultural testing conducted by Scholz et al. (2002) in 25 countries, the GSES was found to have high construct validity and reliability, with Cronbach's Alpha values ranging from 0.76 to 0.90 across international samples. These results demonstrate the psychometric consistency of the scale across cultural contexts, including Asian populations. Research by Baran and Janowski (2024) on 1,837 respondents showed that the General Self-Efficacy Scale (GSES) used in this study had an excellent one-factor structure with results of CFI = 0.95, TLI = 0.94, RMSEA = 0.07, and SRMR = 0.04. These findings support the unidimensionality of the General Self-Efficacy construct, indicating that the instrument is reliable in various measurement contexts. Baran and Janowski (2024) revealed that the reliability of the General Self-Efficacy Scale (GSES) was tested using Internal Consistency and Test-Retest Reliability involving four large samples, consisting of more than 1,800 respondents. The results of Baran and Janowski's (2024) study show that the GSES has adequate Test-Retest Reliability. Using a Pearson's r coefficient of 0.68 at three different points in time, the reliability of the GSES was proven to be good despite changes in the respondents' conditions over a longer period of time. Further research also supports the validity of GSES in the Indonesian context. A study conducted by Lidya et al. (2020) showed an  $\alpha$  value of 0.847 with good CFA results ( $\chi^2=30.533$ ;  $df=23$ ;  $p=0.135$ ;  $RMSEA=0.058$ ;  $CFI=0.977$ ). In addition, research by Fadila Dian Wardani et al. (2025) reported reliability between 0.760–0.801 and factor loadings above 0.70 with a KMO of 0.949 and a significant Bartlett's Test, indicating that GSES has strong construct validity. Similar findings were also reported by Novrianto et al. (2019), who showed a good model fit after modification ( $\chi^2 = 34.87$ ;  $df = 26$ ;  $p = 0.114$ ;  $RMSEA = 0.024$ ).

Although both measurement instruments used in this study have strong empirical evidence regarding their validity and reliability and have been widely applied in various cross-cultural organizational psychology studies, psychometric testing was still conducted again in the context of this study. This step was intended to ensure that the instruments continued to function consistently and accurately when applied to different sample characteristics and research contexts.

Re-testing of construct validity and reliability was conducted using the PLS-SEM approach through SmartPLS software as part of methodological caution. Thus, this testing was not intended to cast doubt on the quality of the instruments, but rather to complement and strengthen the evidence of the validity of the measuring instruments in this study, so that the research results could be scientifically accountable.

Based on Table 6, all indicators in each construct have a Loading Factor value above 0.70. This indicates that each indicator has a strong contribution in representing its latent construct. Thus, all indicators in this study meet the convergent validity criteria and are declared suitable for use in the measurement model.

**Table 6. Convergent Validity Test**

| Variable | Job<br>Crafting | Task<br>Crafting | Relational<br>Crafting | Cognitive Crafting | Self-Efficacy |
|----------|-----------------|------------------|------------------------|--------------------|---------------|
| JC1      |                 | 0.761            |                        |                    |               |
| JC1      | 0.714           |                  |                        |                    |               |
| JC2      |                 | 0.942            |                        |                    |               |
| JC2      | 0.867           |                  |                        |                    |               |
| JC3      |                 | 0.946            |                        |                    |               |
| JC3      | 0.873           |                  |                        |                    |               |
| JC4      |                 | 0.939            |                        |                    |               |
| JC4      | 0.871           |                  |                        |                    |               |
| JC5      | 0.748           |                  |                        |                    |               |
| JC5      |                 | 0.807            |                        |                    |               |
| JC6      | 0.866           |                  |                        |                    |               |
| JC6      |                 |                  |                        | 0.943              |               |
| JC7      | 0.885           |                  |                        |                    |               |
| JC7      |                 |                  |                        | 0.961              |               |
| JC8      | 0.882           |                  |                        |                    |               |
| JC8      |                 |                  |                        | 0.958              |               |
| JC9      |                 |                  |                        | 0.948              |               |
| JC9      | 0.875           |                  |                        |                    |               |

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

| Variable | Job Crafting | Task Crafting | Relational Crafting | Cognitive Crafting | Self-Efficacy |
|----------|--------------|---------------|---------------------|--------------------|---------------|
| JC10     | 0.796        |               |                     |                    |               |
| JC10     |              |               |                     | 0.883              |               |
| JC11     | 0.869        |               |                     |                    |               |
| JC11     |              |               | 0.919               |                    |               |
| JC12     | 0.855        |               |                     |                    |               |
| JC12     |              |               | 0.941               |                    |               |
| JC13     |              |               | 0.947               |                    |               |
| JC13     | 0.852        |               |                     |                    |               |
| JC14     | 0.758        |               |                     |                    |               |
| JC14     |              |               | 0.872               |                    |               |
| JC15     | 0.771        |               |                     |                    |               |
| JC15     |              |               | 0.844               |                    |               |
| SE1      |              |               |                     |                    | 0.855         |
| SE2      |              |               |                     |                    | 0.821         |
| SE3      |              |               |                     |                    | 0.898         |
| SE4      |              |               |                     |                    | 0.917         |
| SE5      |              |               |                     |                    | 0.909         |
| SE6      |              |               |                     |                    | 0.890         |
| SE7      |              |               |                     |                    | 0.929         |
| SE8      |              |               |                     |                    | 0.893         |
| SE9      |              |               |                     |                    | 0.859         |
| SE10     |              |               |                     |                    | 0.912         |

### 3. Discriminant Validity

Discriminant validity aims to ensure that a construct is empirically distinct from other constructs. In this study, discriminant validity was tested using Cross Loading values, which compare the loading value of an indicator on its own construct with the loading value on other constructs. Discriminant validity is fulfilled if the indicator loading value on its original construct is higher than the loading on other constructs (Fornell & Larcker, 1981; Hair et al., 2022).

The standard value used for Cross Loading and the Fornell-Larcker criteria is that it must be greater than 0.7 or by comparing the Square Root Of Average Variance Extracted (AVE) value of each construct with the correlation between constructs and other constructs in the model. If the AVE root value of each construct is greater than the correlation value between constructs and other constructs in the model, then it is said to have a good Discriminant Validity value.

Based on Table 7, all indicators have the highest loading values in their respective latent constructs, with the main values above 0.70 and consistently greater than the loadings in other constructs. The Job Crafting indicators (JC1–JC15) show the highest loadings on the Task Crafting, Cognitive Crafting, and Relational Crafting dimensions, while the Self-Efficacy indicators (SE1–SE10) have the highest loadings on the Self-Efficacy construct, ranging from 0.821 to 0.929. These findings indicate that each indicator is capable of distinguishing the constructs measured empirically and meets the criteria for discriminant validity, so that the measurement model is deemed feasible to proceed to structural model analysis (Fornell & Larcker, 1981; Hair et al., 2022).

**Table 7. Cross Loading Values**

| Variable | Job Crafting | Task Crafting | Relational Crafting | Cognitive Crafting | Self-Efficacy |
|----------|--------------|---------------|---------------------|--------------------|---------------|
| JC1      | <b>0.714</b> | <b>0.761</b>  | 0.592               | 0.620              | 0.378         |
| JC2      | <b>0.867</b> | <b>0.942</b>  | 0.748               | 0.711              | 0.561         |
| JC3      | <b>0.873</b> | <b>0.946</b>  | 0.756               | 0.716              | 0.535         |
| JC4      | <b>0.871</b> | <b>0.939</b>  | 0.758               | 0.716              | 0.550         |
| JC5      | <b>0.748</b> | <b>0.807</b>  | 0.599               | 0.660              | 0.385         |
| JC6      | <b>0.866</b> | 0.735         | 0.687               | <b>0.943</b>       | 0.540         |
| JC7      | <b>0.885</b> | 0.740         | 0.715               | <b>0.961</b>       | 0.551         |
| JC8      | <b>0.882</b> | 0.754         | 0.698               | <b>0.958</b>       | 0.569         |

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

| Variable | Job Crafting | Task Crafting | Relational Crafting | Cognitive Crafting | Self-Efficacy |
|----------|--------------|---------------|---------------------|--------------------|---------------|
| JC9      | <b>0.875</b> | 0.736         | 0.707               | <b>0.948</b>       | 0.519         |
| JC10     | <b>0.796</b> | 0.665         | 0.622               | <b>0.883</b>       | 0.448         |
| JC11     | <b>0.869</b> | 0.782         | <b>0.919</b>        | 0.706              | 0.545         |
| JC12     | <b>0.855</b> | 0.720         | <b>0.941</b>        | 0.705              | 0.522         |
| JC13     | <b>0.852</b> | 0.726         | <b>0.947</b>        | 0.687              | 0.472         |
| JC14     | <b>0.758</b> | 0.632         | <b>0.872</b>        | 0.598              | 0.409         |
| JC15     | <b>0.771</b> | 0.699         | <b>0.844</b>        | 0.597              | 0.436         |
| SE1      | 0.510        | 0.480         | 0.456               | 0.468              | <b>0.855</b>  |
| SE2      | 0.450        | 0.415         | 0.393               | 0.430              | <b>0.821</b>  |
| SE3      | 0.509        | 0.499         | 0.452               | 0.452              | <b>0.898</b>  |
| SE4      | 0.550        | 0.495         | 0.489               | 0.528              | <b>0.917</b>  |
| SE5      | 0.563        | 0.522         | 0.489               | 0.536              | <b>0.909</b>  |
| SE6      | 0.533        | 0.494         | 0.472               | 0.501              | <b>0.890</b>  |
| SE7      | 0.600        | 0.571         | 0.517               | 0.562              | <b>0.929</b>  |
| SE8      | 0.541        | 0.483         | 0.487               | 0.516              | <b>0.893</b>  |
| SE9      | 0.489        | 0.441         | 0.440               | 0.463              | <b>0.859</b>  |
| SE10     | 0.562        | 0.517         | 0.508               | 0.522              | <b>0.912</b>  |

### 4. Reliability

The reliability test aims to assess the internal consistency of indicators in measuring latent constructs. In PLS-SEM, reliability is evaluated through Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). A construct is considered reliable if Cronbach's Alpha and Composite Reliability values are  $\geq 0.70$  and AVE is  $\geq 0.50$  (Hair et al., 2022).

**Table 8. Reliability Test**

| Variable                   | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|----------------------------|------------------|-----------------------|----------------------------------|
| <i>Cognitive Crafting</i>  | 0.966            | 0.974                 | 0.881                            |
| <i>Job Crafting</i>        | 0.968            | 0.972                 | 0.696                            |
| <i>Relational Crafting</i> | 0.945            | 0.958                 | 0.820                            |
| <i>Self-Efficacy</i>       | 0.970            | 0.974                 | 0.790                            |
| <i>Task Crafting</i>       | 0.928            | 0.946                 | 0.779                            |

Based on Table 8, all constructs have Cronbach's Alpha and Composite Reliability values above 0.70, as well as AVE values above 0.50. These results indicate that all constructs in this study have a high level of reliability, so that the indicators are consistent in measuring their respective latent constructs.

### H. Data Analysis Techniques

Data analysis in this study aims to answer the main question regarding the extent to which Self-Efficacy acts as a predictor of Job Crafting among members of the Indonesian National Police in the Yogyakarta Regional Police. The analysis process was carried out systematically and in stages, including descriptive analysis, hypothesis testing, and multivariate analysis using a Partial Least Squares-based Structural Equation Modeling (PLS-SEM) approach.

The PLS-SEM approach was chosen because this study focused on testing the predictive relationship between latent constructs, using reflective indicators, and aimed to explain the variance of endogenous constructs optimally. In addition, PLS-SEM does not require strict multivariate normality assumptions and is suitable for use in prediction-oriented applied psychology research (Hair et al., 2017; Hair et al., 2019). The entire data analysis process was carried out using the SmartPLS version 4 application.

#### 1. Descriptive Analysis

The initial stage of data analysis began with descriptive analysis, which was used to obtain an overview of the characteristics of the respondents and the distribution patterns of the scores for each variable, namely Self-Efficacy as the independent variable and Job Crafting as the dependent variable. This analysis includes calculating the mean, standard deviation, minimum and maximum values based on the questionnaire data.

Descriptive analysis remains an important stage in PLS-SEM-based research because it serves to provide an initial understanding of the data distribution and empirical context of the respondents before structural model analysis is performed (Hair et al., 2017).

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

In this study, the results of the descriptive analysis help describe the level of Self-Efficacy and Job Crafting behavior tendencies among members of the Indonesian National Police in the context of dynamic police duties that require a high level of adaptation. In addition, descriptive analysis was also used to assess the demographic characteristics of respondents, such as age, length of service, position, and education level. This step was important to understand the social and professional context that might influence the relationship between Self-Efficacy and Job Crafting. According to Gravetter and Wallnau (2021), descriptive analysis helps prepare data before hypothesis testing by providing an empirical basis for how data is distributed within the research population. Thus, the results of descriptive analysis in this study serve as a starting point for identifying general trends and ensuring data quality before proceeding to more complex analyses.

### a. Subject Characteristic Analysis

Subject characteristic analysis was conducted to describe the general profile of the research population. The characteristics analyzed included age, gender, and highest level of education, which were presented based on personnel data that had been adjusted to the research population criteria.

**Table 9. Summary of Research Population Characteristics**

| Characteristics            | Category      | Jumlah (Orang) |
|----------------------------|---------------|----------------|
| Years                      | 20–30 years   | 182            |
|                            | 31–40 years   | 187            |
|                            | 41–57 years   | 401            |
| Gender                     | Male          | 697            |
|                            | Female        | 73             |
| Highest Level of Education | SMA           | 341            |
|                            | Diploma       | 57             |
|                            | Sarjana (S1)  | 300            |
|                            | Magister (S2) | 72             |

Based on Table 9, the research population was dominated by personnel in the 41–57 age group, indicating that most subjects were in their mature working age and had relatively long work experience. Referring to the working age classification according to the World Health Organization (WHO, 2015), the 20–39 age group is included in the early adulthood category, while the 40–59 age group is included in the middle adulthood category. Thus, respondents in the 41–57 age range in this study are in the middle adulthood phase, which is characterized by psychological maturity, emotional stability, and a more established capacity to adapt to work demands.

From the perspective of Super's (1990) Life-Span, Life-Space career development theory, individuals in the early adulthood age range are generally in the late Exploration to Establishment phase, which is the phase of work role formation and consolidation. Conversely, individuals in middle adulthood are in the Maintenance phase, which is the phase when individuals focus on maintaining performance, stabilizing their work position, and continuously adjusting to organizational demands. Therefore, the dominance of respondents in the 41–57 age range indicates that most subjects are in the Maintenance phase of career development.

In terms of gender, the research population was dominated by males, in line with the general characteristics of Polri membership. The highest level of education of the research population shows that the majority of Polri members have a high school/equivalent and bachelor's degree (S1) educational background. In addition, there are personnel with Diploma (D1, D3, and D4) and Master's (S2) degrees, although the number is relatively small. This educational distribution reflects the variety of educational backgrounds of Polri members, which is also in line with the rank structure and work functions within the organization.

### b. Descriptive Analysis of Variable Categorization

To provide a more comprehensive interpretation of the distribution of Self-Efficacy and Job Crafting scores, this study uses a categorization technique based on Hypothetical Mean (MH) and Hypothetical Standard Deviation (SDH). The use of MH and SDH is based on the assumption that the instrument has a defined score range and is distributed in a near-normal manner.

The hypothetical mean is calculated using the formula:

$$MH = \frac{Skor\ maksimal + Skor\ minimal}{2}$$

Hypothesis Standard Deviation is calculated using the formula:

# Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

$$SDH = \frac{Skor\ maksimal - Skor\ minimal}{6}$$

Based on the hypothetical mean and hypothetical standard deviation, respondents' scores were classified into five categories: very low, low, moderate, high, and very high, with symmetrical intervals around the middle of the scale, in accordance with the principle of score categorization in the development of psychological scales (Azwar, 2012). The categorization of scores for the Self-Efficacy and Job Crafting variables is determined based on the following table.

**Table 10. Instrument Score Categorization**

| Category  | score range                            |
|-----------|----------------------------------------|
| Very Low  | $X < MH - 1,5\ SDH$                    |
| Low       | $MH - 1,5\ SDH \leq X < MH - 0,5\ SDH$ |
| currently | $MH - 0,5\ SDH \leq X < MH + 0,5\ SDH$ |
| High      | $MH + 0,5\ SDH \leq X < MH + 1,5\ SDH$ |
| Very High | $X \geq MH + 1,5\ SDH$                 |

## III. RESULTS AND DISCUSSION

### 1. Descriptive Analysis of Variable Categorization

Descriptive analysis of variable categorization in this study was conducted to describe the trends of each research variable based on the respondents' total scores. Score categorization was used to group respondents into very low, low, moderate, high, and very high categories based on predetermined theoretical score intervals. This approach aims to provide a descriptive-quantitative overview of the distribution of research variable levels.

#### a. Job Crafting Variable

The hypothetical mean (MH) and hypothetical standard deviation (SDH) of the Job Crafting variable were calculated based on the theoretical scores of the instrument according to the specified formula, resulting in a hypothetical mean of 52.5 and a hypothetical standard deviation of 12.5. The results of the descriptive analysis of the Job Crafting variable can be seen in the following table:

**Table 11. Categorization of Job Crafting Variables**

| Category     | Interval Score Komposit | Frequency  | Persentase (%) |
|--------------|-------------------------|------------|----------------|
| Very High    | $X \geq 75$             | 95         | 36,5           |
| High         | $60 \leq X < 75$        | 81         | 31,2           |
| Middle       | $45 \leq X < 60$        | 76         | 29,2           |
| Low          | $30 \leq X < 45$        | 4          | 1,5            |
| Very Low     | $X < 30$                | 4          | 1,5            |
| <b>Total</b> |                         | <b>260</b> | <b>100,0</b>   |

From Table 11, it can be seen that most respondents were in the very high category, namely 95 people (36.5%). Furthermore, there were 81 respondents (31.2%) in the high category, followed by 76 respondents (29.2%) in the moderate category. Meanwhile, the low and very low categories were each represented by only 4 respondents (1.5%). This distribution shows that the majority of respondents had Job Crafting scores above the hypothetical mean. These results indicate that the respondents' Job Crafting levels were dominated by the very high category, with a relatively even distribution between the high and moderate categories.

#### b. Self-Efficacy Variable

The hypothetical mean (MH) and hypothetical standard deviation (SDH) of the Self-Efficacy variable were calculated based on the theoretical scores of the instrument according to the specified formula, yielding a hypothetical mean of 25 and a hypothetical standard deviation of 5. The results of the descriptive analysis of the Self-Efficacy variable can be seen in the following table:

**Table 12. Categorization of the Self-Efficacy Variable**

| Category  | Interval Skor    | Frekuensi | Presentase |
|-----------|------------------|-----------|------------|
| Very High | $X \geq 34$      | 103       | 39.6       |
| High      | $28 \leq X < 34$ | 33        | 12.7       |

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

|              |                  |     |        |
|--------------|------------------|-----|--------|
| Middle       | $22 \leq X < 28$ | 89  | 34.2   |
| Low          | $16 \leq X < 22$ | 27  | 10.4   |
| Very Low     | $X < 16$         | 8   | 3.1    |
| <b>Total</b> |                  | 260 | 100,0% |

Based on Table 12, out of a total of 260 respondents, the very high category had the highest number of respondents, namely 103 people (39.6%). Next, there were 89 respondents (34.2%) in the moderate category, followed by 33 respondents (12.7%) in the high category. There were 27 respondents (10.4%) in the low category, while the very low category had the smallest number of respondents, namely 8 people (3.1%). These findings show that the respondents' Self-Efficacy levels were dominated by the very high category, with a fairly large proportion in the medium category. This shows that the respondents' level of self-efficacy was generally above the hypothetical mean.

### c. Task Crafting Variable

The hypothetical mean (MH) and hypothetical standard deviation (SDH) of the Task Crafting variable were calculated based on the theoretical score of the instrument according to the specified formula, resulting in a hypothetical mean of 17.5 and a hypothetical standard deviation of 4.17. The results of the descriptive analysis of the Task Crafting variable can be seen in the following table:

**Table 13. Categorization of the Task Crafting Variable**

| Category     | Score Interval   | Frequency  | Percentage    |
|--------------|------------------|------------|---------------|
| Very High    | $X \geq 25$      | 94         | 36.2          |
| High         | $20 \leq X < 25$ | 79         | 30.4          |
| Middle       | $15 \leq X < 20$ | 76         | 29.2          |
| Low          | $10 \leq X < 15$ | 3          | 1.2           |
| Very Low     | $X < 10$         | 8          | 3.1           |
| <b>Total</b> |                  | <b>260</b> | <b>100,0%</b> |

From Table 13, it can be seen that the "very high" category has the largest number of respondents, namely 94 people (36.2%). Furthermore, 79 respondents (30.4%) are in the "high" category and 76 respondents (29.2%) are in the "medium" category. The "low" and "very low" categories are represented by 3 people (1.2%) and 8 people (3.1%), respectively. This finding indicates that the level of Task Crafting among respondents is generally dominated by the "very high" category, with a large proportion also in the "high" and "medium" categories.

### d. Cognitive Crafting Variable

The hypothetical mean (MH) and hypothetical standard deviation (SDH) of the Cognitive Crafting variable were calculated based on the theoretical scores of the instrument according to the established formula, resulting in a hypothetical mean of 17.5 and a hypothetical standard deviation of 4.17. The results of the descriptive analysis of the Cognitive Crafting variable can be seen in the following table:

**Table 14. Categorization of the Cognitive Crafting Variable**

| Category     | Interval Skor    | Frekuensi  | Presentase    |
|--------------|------------------|------------|---------------|
| Very High    | $X \geq 25$      | 94         | 36.2          |
| High         | $20 \leq X < 25$ | 63         | 24.2          |
| Middle       | $15 \leq X < 20$ | 92         | 35.4          |
| Low          | $10 \leq X < 15$ | 2          | .8            |
| Very Low     | $X < 10$         | 9          | 3.5           |
| <b>Total</b> |                  | <b>260</b> | <b>100,0%</b> |

From Table 14, it can be seen that the category with the highest number of respondents was very high, namely 94 people (36.2%). Next, there were 92 respondents (35.4%) in the medium category, followed by 63 people (24.2%) in the high category.

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

Meanwhile, the low and very low categories are represented by only 2 people (0.8%) and 9 people (3.5%), respectively. These results show that the respondents' Cognitive Crafting levels are dominated by the very high and medium categories, with a relatively small difference between the two.

### e. Relational Crafting Variable

The hypothetical mean (MH) and hypothetical standard deviation (SDH) of the Relational Crafting variable were calculated based on the theoretical score of the instrument according to the specified formula, resulting in a hypothetical mean of 17.5 and a hypothetical standard deviation of 4.17. The results of the descriptive analysis of the Relational Crafting variable can be seen in the following table:

**Table 15. Categorization of the Cognitive Crafting Variable**

| Category     | Score Interval   | Frequency  | Percentage    |
|--------------|------------------|------------|---------------|
| Very High    | $X \geq 25$      | 88         | 33.8          |
| High         | $20 \leq X < 25$ | 84         | 32.3          |
| Middle       | $15 \leq X < 20$ | 78         | 30.0          |
| Low          | $10 \leq X < 15$ | 2          | .8            |
| Very Low     | $X < 10$         | 8          | 3.1           |
| <b>Total</b> |                  | <b>260</b> | <b>100,0%</b> |

Based on Table 15, the category with the highest number of respondents was very high, with 88 people (33.8%). Next, 84 respondents (32.3%) were in the high category and 78 respondents (30.0%) were in the medium category. The low and very low categories were represented by only 2 people (0.8%) and 8 people (3.1%), respectively. These findings indicate that the respondents' Relational Crafting levels were dominated by the very high category, with a relatively balanced distribution between the high and medium categories.

Overall, the results of descriptive analysis based on hypothetical mean (MH) and hypothetical standard deviation (SDH) show that the respondents' Self-Efficacy and Job Crafting levels are in the moderate to high categories. The Self-Efficacy variable, measured using a 10-item 4-point Likert scale, has a theoretical minimum score of 10 and a maximum of 40, resulting in an MH of 25 and an SDH of 5. Based on the category distribution, the respondents' scores are concentrated in the high and very high categories, indicating a relatively strong level of work self-confidence.

Furthermore, the Job Crafting variable, measured using a 15-item 6-point Likert scale, has a theoretical minimum score of 15 and a maximum of 90, with a mean of 52.5 and a standard deviation of 12.5. The score distribution shows a dominance of the high and very high categories, reflecting the respondents' active tendency to make job adjustments. A consistent pattern was also found across all dimensions of Job Crafting, namely Task Crafting, Cognitive Crafting, and Relational Crafting, each of which had a theoretical minimum score of 5 and a maximum of 30 (MH = 17.5; SDH = 4.17), with the distribution of respondents dominated by the medium to very high categories. Psychometrically, these findings indicate that, in general, respondents are above the theoretical midpoint of the scale, which, from an Industrial and Organizational Psychology perspective, reflects relatively adequate psychological resources and adaptive work behaviors in dealing with job demands (Azwar, 2012).

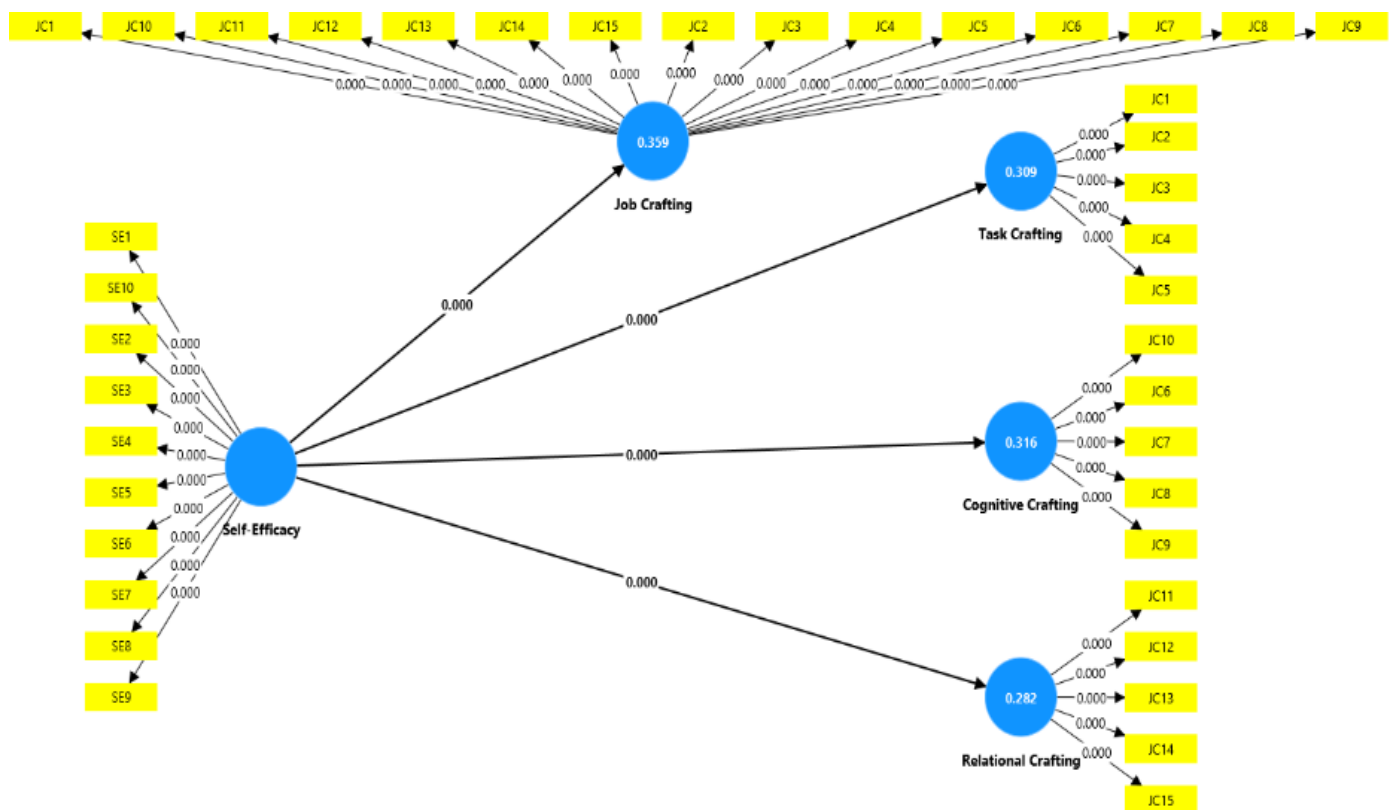
## 2. Hypothesis Testing

Hypothesis testing in this study was conducted to assess the significance of the influence of exogenous variables (Self-Efficacy) on endogenous variables (Job Crafting and its dimensions) as formulated in the structural model. The testing was performed using the Bootstrapping procedure in SmartPLS v.4.2.9, considering the path coefficient, t-statistic, and p-value. The hypothesis testing criteria in this study were set at a significance level of  $\alpha = 0.05$ , with the provision that the relationship was considered significant if the t-statistic  $> 1.96$  and the p-value  $< 0.05$  (Hair et al., 2017).

### a. Path Coefficient (Path Coefficient)

The path coefficient is used to show the direction and strength of the influence between variables in the research structural model. The path coefficient value ranges from  $-1$  to  $+1$ , with a positive value indicating a unidirectional relationship and a negative value indicating a bidirectional relationship. The larger the path coefficient value, the stronger the influence of the exogenous variable on the targeted endogenous variable. At this stage, the interpretation of the path coefficient focuses on the magnitude and direction of the influence.

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police



Source: SmartPLS output results (v.4.2.9).

Table 16. Path Coefficients

| Relationship Between Variables                  | Path Coefficient ( $\beta$ ) | STDEV | P-value |
|-------------------------------------------------|------------------------------|-------|---------|
| Self-Efficacy $\rightarrow$ Job Crafting        | 0.599                        | 9.391 | 0.000   |
| Self-Efficacy $\rightarrow$ Cognitive Crafting  | 0.562                        | 8.234 | 0.000   |
| Self-Efficacy $\rightarrow$ Relational Crafting | 0.531                        | 8.023 | 0.000   |
| Self-Efficacy $\rightarrow$ Task Crafting       | 0.555                        | 8.553 | 0.000   |

The results of the Bootstrapping procedure and based on the data presented in Table 16 show that all relationships between variables have t-statistics values ranging from 8.023 to 9.391, thus exceeding the critical limit of 1.96, and a p-value of 0.000 ( $< 0.05$ ). Therefore, further hypothesis testing can be conducted to systematically assess the acceptance or rejection of each research hypothesis as follows:

H1: Self-Efficacy can predict Job Crafting among members of the Indonesian National Police in the Yogyakarta Regional Police.

The analysis results show that Self-Efficacy has a positive and significant effect on Job Crafting ( $\beta = 0.599$ ;  $p < 0.001$ ). Thus, H1 is accepted, which means that the higher the Self-Efficacy of Polri members, the greater their tendency to engage in Job Crafting as a whole.

H2: Self-Efficacy can predict Task Crafting among members of the Indonesian National Police in the Yogyakarta Regional Police.

Self-Efficacy was proven to have a positive and significant effect on Task Crafting ( $\beta = 0.556$ ;  $p < 0.001$ ). These results indicate that H2 is accepted, which indicates that belief in one's own abilities encourages members of the Indonesian National Police to actively adjust and modify their work tasks.

H3: Self-Efficacy can predict Relational Crafting among Polri members at Polda DIY.

The test results show a positive and significant effect of Self-Efficacy on Relational Crafting ( $\beta = 0.531$ ;  $p < 0.001$ ). Thus, H3 is accepted, meaning that police officers with high levels of Self-Efficacy tend to be more proactive in building and adjusting work relationships.

H4: Self-Efficacy can predict Cognitive Crafting among police officers at the Yogyakarta Regional Police Headquarters.

Self-Efficacy also has a positive and significant effect on Cognitive Crafting ( $\beta = 0.562$ ;  $p < 0.001$ ). These results indicate that H4 is accepted, suggesting that self-confidence plays a role in helping Polri members interpret their work more positively and meaningfully.

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

### b. Coefficient of Determination ( $R^2$ )

After the direction and strength of the influence between latent variables are explained through path coefficients, the next step is to assess the coefficient of determination ( $R^2$ ). The coefficient of determination is used to show the extent to which exogenous variables explain the variation in endogenous variables in a structural model. The  $R^2$  value ranges from 0 to 1, where a higher value indicates a stronger explanatory power of the model.

**Table 17. Coefficient of Determination ( $R^2$ )**

| Variable endogen           | $R^2$ | $R^2$ Adjusted |
|----------------------------|-------|----------------|
| <i>Job Crafting</i>        | 0.359 | 0.357          |
| <i>Cognitive Crafting</i>  | 0.316 | 0.313          |
| <i>Task Crafting</i>       | 0.309 | 0.306          |
| <i>Relational Crafting</i> | 0.282 | 0.279          |

Based on Table 17, the  $R^2$  value for the Job Crafting variable is 0.359, which indicates that Self-Efficacy can explain 35.9% of the variation in Job Crafting. Meanwhile, the  $R^2$  values for Task Crafting (0.309), Relational Crafting (0.282), and Cognitive Crafting (0.316) indicate that Self-Efficacy explains 30.9%, 28.2%, and 31.6% of the variation in these three dimensions, respectively.

Overall, the  $R^2$  values for all endogenous variables are in the moderate explanatory power category, indicating that Self-Efficacy plays a substantial role in explaining the variation in Job Crafting behavior and all its dimensions. However, there is still another proportion of variation that is influenced by factors outside the scope of this research model.

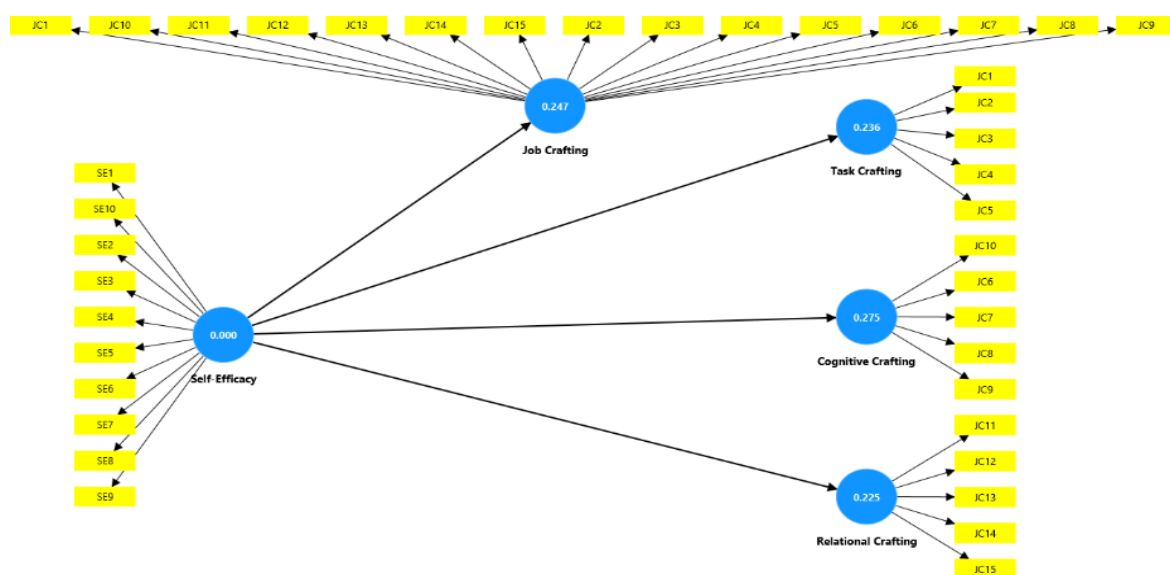
The coefficient of determination ( $R^2$ ) value in the moderate category is still considered adequate in behavioral and social science research, given the complexity of psychological and contextual factors that influence individual behavior in the workplace. In the PLS-SEM approach, an  $R^2$  value in the range of 0.20-0.40 has been deemed sufficiently substantive to explain endogenous variables, particularly in studies focusing on work behavior and psychological constructs (Hair et al., 2019; Chin, 1998).

Thus, the  $R^2$  value obtained in this study indicates that Self-Efficacy contributes significantly to explaining the variation in Job Crafting and all its dimensions, although there are still other factors outside the model that play a role.

### c. Predictive Relevance ( $Q^2$ )

Predictive relevance ( $Q^2$ ) is used to assess the ability of a structural model to predict the observed values of endogenous variables. The  $Q^2$  test was conducted through the Blindfolding procedure in SmartPLS, by comparing the Sum Of Squared Errors (SSE) and Sum Of Squared Observations (SSO) values and calculating the global  $Q^2$  based on the coefficient of determination ( $R^2$ ), in order to provide a more comprehensive picture of the model's predictive ability. A  $Q^2$  value  $> 0$  indicates that the model has good predictive ability, while a  $Q^2$  value  $\leq 0$  indicates low predictive relevance of the model.

**Figure 1. Predictive Relevance**



Based on the figure above, the following conclusions can be drawn in the table below:

# Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

**Table 18. Predictive Relevance**

| Variable endogen           | Q <sup>2</sup> (=1-SSE/SSO) | Information                     |
|----------------------------|-----------------------------|---------------------------------|
| <i>Cognitive Crafting</i>  | 0,275                       | Has Predictive Relevance value. |
| <i>Job Crafting</i>        | 0,247                       | Has Predictive Relevance value. |
| <i>Relational Crafting</i> | 0,225                       | Has Predictive Relevance value. |
| <i>Task Crafting</i>       | 0,236                       | Has Predictive Relevance value. |

Based on Table 18, all endogenous variables have Q<sup>2</sup> values greater than zero, namely Job Crafting (0.247), Task Crafting (0.236), Relational Crafting (0.225), and Cognitive Crafting (0.275). This finding indicates that the research model has predictive relevance, enabling it to empirically predict the observed values of endogenous constructs.

Globally, the Q<sup>2</sup> calculation is performed using the following formula:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)(1 - R_3^2)(1 - R_4^2)$$

Based on the analysis results, the coefficient of determination (R<sup>2</sup>) values for each endogenous variable are Job Crafting = 0.359, Task Crafting = 0.309, Relational Crafting = 0.282, and Cognitive Crafting = 0.316. Thus, the global Q<sup>2</sup> calculation in the structural model is as follows:

$$Q^2 = 1 - (1 - 0.359)(1 - 0.309)(1 - 0.282)(1 - 0.316)$$

$$Q^2 = 1 - (0.641)(0.691)(0.718)(0.684)$$

$$Q^2 = 1 - 0.218$$

$$Q^2 = 0.782$$

Based on these calculations, a Q<sup>2</sup> value of 0.782 (Q<sup>2</sup> > 0) was obtained, indicating that the structural model has excellent predictive relevance. This indicates that the research model has a strong ability to predict variations in Job Crafting and all its dimensions based on Self-Efficacy. In addition, the results of the Q<sup>2</sup> test through the Blindfolding procedure in SmartPLS also show that all endogenous variables have individual Q<sup>2</sup> values > 0.

The existence of a positive Q<sup>2</sup> value is considered evidence that the model has adequate predictive capabilities, particularly in behavioral and social science research involving complex psychological constructs (Hair et al., 2019; Shmueli et al., 2016). Thus, the Q<sup>2</sup> values obtained in this study reinforce the previous findings on the coefficient of determination (R<sup>2</sup>), that the structural model is not only capable of explaining the relationship between variables, but also relevant in predicting Job Crafting behavior and all its dimensions.

**Table 19. Summary of Path Coefficients for Hypothesis Testing**

| Hipotesis                                                                                 | Efek Hipotesis | Taraf Signifikansi | Persentase Pengaruh | Ket      |
|-------------------------------------------------------------------------------------------|----------------|--------------------|---------------------|----------|
| H1: <i>Self-Efficacy</i> dapat memprediksi <i>Job Crafting</i> pada anggota Polri.        | Positif        | Signifikan         | 35,9%               | Diterima |
| H2: <i>Self-Efficacy</i> dapat memprediksi <i>Task Crafting</i> pada anggota Polri.       | Positif        | Signifikan         | 30,9%               | Diterima |
| H3: <i>Self-Efficacy</i> dapat memprediksi <i>Relational Crafting</i> pada anggota Polri. | Positif        | Signifikan         | 28,2%               | Diterima |
| H4: <i>Self-Efficacy</i> dapat memprediksi <i>Cognitive Crafting</i> pada anggota Polri.  | Positif        | Signifikan         | 31,6%               | Diterima |

The results of hypothesis testing show that Self-Efficacy has a significant effect on Job Crafting and all its dimensions. These findings provide empirical evidence regarding the role of Self-Efficacy as a psychological resource in supporting adaptive work behavior. Therefore, in the next subsection, the results of this study will be discussed in more depth by relating them to the theoretical framework and relevant previous research findings.

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

### DICUSSION

This discussion outlines the main findings of the study regarding the role of Self-Efficacy as a predictor of Job Crafting among members of the Indonesian National Police (Polri). The analysis links empirical results with a theoretical framework that explains proactive work behavior, while considering respondent characteristics, particularly age and educational background, as contexts that shape the dynamics of Self-Efficacy and Job Crafting in the police work environment.

The results show that Self-Efficacy has a positive and significant effect on Job Crafting as a whole ( $\beta=0.599$ ;  $p<0.001$ ), with an explanatory contribution of 35.9% to the variation in Job Crafting behavior. These findings indicate that an individual's belief in their own abilities is an important psychological factor that encourages proactive behavior in adjusting to work. Indonesian National Police members with higher Self-Efficacy tend not only to carry out their duties procedurally, but also strive to optimize their work methods to be more effective and in line with field conditions.

Theoretically, these results are in line with Bandura's Social Cognitive Theory, which asserts that Self-Efficacy influences individuals' behavioral choices, effort intensity, and persistence in facing work challenges. In the context of police work, which is fraught with pressure, uncertainty, and high moral and social demands, self-efficacy acts as psychological capital that enables individuals to remain proactive and persevere in the face of various challenges. Belief in one's own abilities helps members of the Indonesian National Police to view work demands not merely as a burden, but as an opportunity for constructive adjustment. These findings reinforce the view that Job Crafting in formal and hierarchical organizations is still possible when individuals have sufficient self-confidence.

These findings are consistent with the results of research by Ugwu et al. (2023), which shows that Self-Efficacy plays a significant role in encouraging Job Crafting behavior in public sector organizations. Another study by Yang et al. (2021) also confirms that individuals with high Self-Efficacy are more active in making work adjustments based on personal strengths, which has an impact on increasing creativity and work engagement. Thus, the results of this study reinforce the evidence that Self-Efficacy is a relevant psychological resource in explaining variations in Job Crafting, especially in organizations with formal and hierarchical structures such as the police force.

When viewed from the perspective of worker age, these findings can be further explained through the Healthy Aging framework proposed by the World Health Organization (WHO, 2015). The WHO emphasizes that aging in the context of work is not solely characterized by a decline in capacity, but rather by changes in functional capacity that can be managed through individual adaptation and workplace support. Within this framework, Self-Efficacy plays a crucial role in enabling members of the Indonesian National Police to maintain Functional Ability, which is the ability to carry out valuable and meaningful work activities throughout their working lives.

For members of the Indonesian National Police in the early and middle stages of their working lives, Self-Efficacy encourages courage in exploring work methods and actively adjusting tasks. Meanwhile, for members in later working age, Self-Efficacy contributes to maintaining a sense of competence and meaning amid changes in physical capacity and organizational demands. WHO (2015) emphasizes that older workers often compensate for changes in capacity through experience, contextual knowledge, and more efficient work strategies, which are reflected in more selective and experience-based Job Crafting behaviors.

In addition to age, gender and educational background also shape the relevant work experience context in understanding the relationship between Self-Efficacy and Job Crafting. Cross-cultural research shows that general Self-Efficacy tends to be relatively consistent between men and women, particularly in organizations with formal work standards and uniform performance demands (Judge et al., 2002; Luszczynska et al., 2005). In the police context, gender differences are more related to variations in assignment experience and job roles, rather than as a factor that limits the emergence of job adjustment behavior when individuals have adequate self-confidence.

Educational background serves as a learning context that enriches the way individuals build and stabilize their belief in their own abilities. Formal education provides exposure to cognitive demands, problem-solving processes, and repeated self-evaluation, which Cumulative factors contribute to strengthening Self-Efficacy (Chen et al., 2001; Scholz et al., 2002). In the context of policing, differences in education can affect the quality of situational assessment and work adjustment strategies, so that high Self-Efficacy is more easily translated into targeted Job Crafting behavior.

The results of hypothesis testing show that Self-Efficacy has a positive and significant effect on Task Crafting ( $\beta = 0.556$ ;  $p < 0.001$ ), with an explanatory contribution of 30.9%. These findings indicate that members of the Indonesian National Police who have high confidence in their abilities tend to be more active in adjusting, developing, or modifying their work tasks. Task Crafting in the police context does not always mean changing the type of task, but rather setting priorities, adjusting work methods, and optimizing available resources without violating applicable regulations.

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

Task Crafting refers to an individual's efforts to change the manner, sequence, or scope of tasks to better align with their capacity and working conditions. In the context of policing, this behavior is reflected in the ability of members to adapt work strategies in the field, optimize limited resources, and find practical solutions without violating applicable procedures. From the perspective of respondent characteristics, more mature working age provides operational experience that enriches situational understanding, so that task adjustments are made in a more measured manner.

Gender and educational background also provide important context in Task Crafting. Empirical studies show that differences in assignment experience and work roles can be related to variations in Task Crafting, although Self-Efficacy remains the main factor driving proactive task adjustments (Abbas et al., 2022). Education contributes through better analytical capacity and procedural understanding, so that police officers with higher education tend to be more systematic in reorganizing work methods. However, officers with lower education can still demonstrate strong Task Crafting when supported by repeated work experience and stable self-confidence.

The results also show that Self-Efficacy has a positive and significant effect on Relational Crafting ( $\beta = 0.531$ ;  $p < 0.001$ ), with an explanatory contribution of 28.2%. This indicates that belief in one's own abilities encourages police officers to actively build, expand, and adjust working relationships with colleagues, superiors, and the community. Relational Crafting in the police context plays a strategic role because task success is highly dependent on team coordination, cross-unit communication, and constructive interactions with the community.

From the perspective of respondent characteristics, age contributes through social maturity and interpersonal experience, while education strengthens communication skills and understanding of the organizational context. Gender also becomes a context of relational experience that can differentiate patterns of work interaction, but empirical evidence shows that Self-Efficacy continues to function across groups in encouraging Relational Crafting (Luszczynska et al., 2005; Ugwu et al., 2023). Thus, differences in work experience can influence the form of relationships built, but self-efficacy remains the primary foundation that enables individuals to initiate and maintain supportive work relationships.

Further research results show that Self-Efficacy has a positive and significant effect on Cognitive Crafting ( $\beta = 0.562$ ;  $p < 0.001$ ), with an explanatory contribution of 31.6%. This finding indicates that members of the Indonesian National Police with high levels of Self-Efficacy are better able to interpret their work positively and meaningfully. Cognitive Crafting relates to how individuals reinterpret the meaning of work and relate daily tasks to professional goals and identity.

In this dimension, educational background becomes a prominent context because the process of work meaning requires reflective abilities and cognitive processing of work experiences. Education supports individuals' ability to construct a more structured framework of meaning, so that high Self-Efficacy is more easily realized in constructive Cognitive Crafting (Junça-Silva et al., 2022). Gender can shape variations in work experiences that influence the developing narrative of meaning, but empirical findings show that Cognitive Crafting still emerges when individuals have self-confidence and the capacity to rearrange the meaning of their work roles (Hornung, 2019). Overall, the results of the study indicate that Self-Efficacy is a consistent and significant predictor of Job Crafting and all of its dimensions. Age, gender, and educational background shape the context of work experience that enriches the way Self-Efficacy is manifested, but do not alter the main finding that belief in one's own abilities is the psychological foundation that enables members of the Indonesian National Police to make adaptive, sustainable, and meaningful work adjustments in the complex police work environment.

## IV. CONCLUSIONS

Based on the research objectives, which aimed to examine the role of Self-Efficacy as a predictor of Job Crafting among members of the Indonesian National Police (Polri), and based on the results of empirical analysis using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) approach, the following conclusions can be drawn:

1. Self-Efficacy can predict Job Crafting among Polri members in the Yogyakarta Regional Police. The findings of this study indicate that Self-Efficacy acts as a predictor of Job Crafting among Polri members in the Yogyakarta Regional Police. Polri members who have high Self-Efficacy are more likely to proactively engage in Job Crafting in response to work demands, pressures, and challenges. This conclusion confirms that Self-Efficacy is an important predictor in explaining variations in Job Crafting behavior in the context of police work.
2. Self-Efficacy can predict Task Crafting among members of the Indonesian National Police in the Yogyakarta Regional Police. These results indicate that belief in one's own abilities encourages police officers to adjust their work methods, optimize task implementation, and develop more effective and adaptive work strategies in carrying out their job responsibilities.
3. Self-efficacy can predict relational crafting among police officers at the Yogyakarta Regional Police Headquarters.

## Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

These findings show that Polri members with higher levels of Self-Efficacy tend to be more proactive in building, managing, and adjusting working relationships with colleagues, superiors, and external parties relevant to the implementation of police duties.

4. Self-Efficacy can predict Cognitive Crafting among Polri members at the Yogyakarta Regional Police Headquarters.

These results indicate that self-confidence plays a role in helping police officers perceive their work more positively and meaningfully, thereby supporting psychological resilience and sustained work engagement amid the pressures and complexities of police duties.

### RECOMMENDATIONS

Recommendations from the study include:

This study provides recommendations to several relevant parties based on the research findings, such as:

#### 1. For the Indonesian National Police

The findings of this study indicate that self-efficacy plays a significant role in predicting job crafting among members of the Indonesian National Police. Therefore, the police force is advised to integrate self-efficacy strengthening into its human resource development policies and programs.

The National Police is advised to develop personnel development policies and programs that systematically support the strengthening of Self-Efficacy. This can be done by providing gradual and challenging work experiences, clear and constructive performance feedback, and support from superiors in carrying out tasks. In addition, the institution needs to pay attention to differences in age and educational background in assignments and coaching, so that the work adaptation potential of members can be optimized.

Referring to Social Cognitive Theory, Self-Efficacy is a dynamic psychological resource that can be enhanced through work experience, social learning, and organizational environmental support. Therefore, the following policy recommendations are formulated by considering the characteristics of the Polri organization, which is hierarchical, high-risk, and has continuous work demands throughout the working age range.

#### 1. Short-Term Recommendations

In the short term, strengthening Self-Efficacy can be focused on optimizing existing operational and managerial mechanisms. The Polri institution is advised to:

- a. Develop progressive and competency-based assignment patterns, providing realistic work challenges according to the level of experience and working age of members. Assignments accompanied by evaluation and constructive feedback enable the formation of Mastery Experiences, which have been proven to be the main source of increased Self-Efficacy.
- b. Strengthen the role of immediate superiors in providing performance recognition, clear direction, and credible verbal support. This support functions as social persuasion that maintains Self-Efficacy stability, especially in high-pressure work situations.
- c. Integrate brief work reflection into routine task evaluations, encouraging members to interpret operational success as proof of professional competence, which in turn strengthens Self-Efficacy and encourages Job Crafting behavior.

#### 2. Medium-Term Recommendations

In the medium term, the Indonesian National Police needs to direct its policies toward strengthening a sustainable human resource development system, with a focus on social learning and psychological well-being. Several steps that can be considered include:

- a. Strengthening senior-junior-based mentoring and coaching systems, both in the context of operations and career development. Learning through role models (Vicarious Experiences) has been proven effective in increasing Self-Efficacy, especially among early and mid-career members.
- b. Developing a supportive work climate through empowering leadership, two-way communication, and increasing controlled autonomy. Research shows that a supportive work environment strengthens the relationship between Self-Efficacy and proactive work behavior, including Job Crafting.
- c. Implementation of stress management and preventive psychological support programs as an effort to maintain the physiological and affective conditions of members. Effective stress management contributes to the sustainability of Self-Efficacy in the medium term, especially in professions with high risk exposure such as the police.

# Self-Efficacy as A Predictor of Job Crafting Among Members of the Indonesian National Police in the Yogyakarta Regional Police

## 3. Long-Term Recommendations

In the long term, the development of Self-Efficacy needs to be placed as part of the strategic policy of Polri's human resource management that is oriented towards the sustainability of personnel performance and welfare. Several policy directions that can be considered are:

- a. Integration of Self-Efficacy and Job Crafting strengthening into a career development framework throughout the working age range, taking into account changes in the physical, cognitive, and psychological capacities of members. This approach is in line with the principle of healthy aging, which emphasizes the importance of an adaptive work environment to maintain functional capacity.
- b. Developing HR policies that provide space for continuous learning, role flexibility, and task adjustments, so that Polri members can continue to contribute optimally at various ages and career stages. Longitudinal research shows that Self-Efficacy is more stable and sustainable when supported by learning opportunities and work autonomy.

Thus, agencies can create conditions that support the emergence of proactive, adaptive, and task-oriented work behaviors, without neglecting existing work structures and procedures.

## 2. For Personnel

For Indonesian National Police personnel, the results of this study are expected to increase understanding of the importance of belief in one's own abilities in carrying out police duties. Personnel are advised to actively develop self-efficacy through reflection on work experiences, improving competencies, and openness to feedback and continuous learning.

Indonesian National Police personnel are advised to actively develop self-efficacy through reflection on work experiences, utilization of learning opportunities, and openness to feedback. A proactive attitude in adjusting tasks, building working relationships, and finding meaning in work is expected to help members maintain their effectiveness and psychological resilience in carrying out their police roles.

With stronger self-efficacy, personnel are expected to be able to adjust tasks more effectively, build constructive working relationships, and interpret their work positively as part of their professional role and service to the community.

## 3. For Future Researchers

For future researchers, this study can be used as an empirical basis for developing studies on factors that influence Job Crafting. Future studies are recommended to include other variables, such as organizational support, leadership style, or job characteristics, in order to gain a more comprehensive understanding of the determinants of Job Crafting behavior.

In addition, the use of longitudinal research designs or mixed methods approaches is recommended so that the dynamics of changes in Self-Efficacy and Job Crafting can be observed more deeply over time, particularly in the context of police organizations and other public sector organizations.

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