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# Predictive Role of Job Crafting, Self-Efficacy and Resilience on Psychological Health and Work Engagement

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## Abstract

This study explored the predictive role of job crafting, self-efficacy, and resilience on psychological health and work engagement among 300 banking professionals working in Bihar. Drawing from the positive organizational behavior perspective, the research aimed to understand how proactive job behaviors and personal psychological resources contribute to employee well-being and engagement. Data were analyzed using descriptive statistics, correlation, and regression techniques. The results indicated that job crafting, self-efficacy, and resilience significantly predicted both psychological health and work engagement. Job crafting emerged as the most influential predictor, suggesting that employees who actively modify and shape their job roles experience greater involvement and better mental health. Additionally, higher levels of self-efficacy and resilience were associated with improved motivation and emotional stability. The findings highlight the need for organizations to promote proactive behaviors and strengthen employees' psychological capacities to enhance overall organizational effectiveness.

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## INTRODUCTION

In today's contemporary work environment marked by digital transformation, global competition, hybrid work models, and heightened job demands, organizations increasingly emphasize psychological resources that sustain employee well-being and performance. Within the framework of Positive Organizational Behavior (POB), job crafting, self-efficacy, and resilience have emerged as key strengths that enable individuals to navigate uncertainty and complexity effectively (Tims & Bakker,2010; Luthans, 2002). Collectively, these state-like and developable psychological capacities (Luthans, 2002) empower employees to maintain engagement, manage stress constructively, and achieve sustainable performance in rapidly evolving organizational contexts.

**Job crafting** is a proactive, bottom-up process in which employees reshape their tasks, relationships, and perceptions to better align work with their values and strengths (Wrzesniewski& Dutton, 2001; Berg et al., 2013). Unlike traditional job design controlled by management, it emphasizes employees' active role in creating meaningful work experiences (Vanbelle et al., 2017). Wrzesniewski and Dutton (2001) proposed three forms of job crafting: task crafting (modifying tasks), relational crafting (changing interactions at work), and cognitive crafting (altering perceptions of the job).An alternative perspective was developed by Tims and Bakker (2010) using the Job Demands–Resources (JD–R) model (Bakker & Demerouti, 2007). This approach views job crafting as a proactive behavior through which employees adjust job demands and resources to achieve better person–job fit. Tims et al. (2012) proposed four dimensions of job crafting: (1) increasing structural job resources (e.g., enhancing autonomy, learning new skills, and seeking growth opportunities); (2) increasing social job resources (e.g., obtaining feedback, support, and mentoring); (3) decreasing hindering job demands (e.g., reducing excessive workload or stressful interactions); and (4) increasing challenging job demands (e.g., taking on new responsibilities that promote learning and achievement) (Crawford et al., 2010; Tims et al., 2012).Research on job crafting shows clear positive outcomes for employees and organizations. It is associated with higher job satisfaction (Tims et al., 2012), greater work engagement (Tims et al., 2013), improved job performance (Rudolph et al., 2017), better person–job fit (Tims et al., 2015), and increased work meaningfulness (Tims et al., 2016). At the same time, job crafting is linked to lower burnout and reduced turnover intentions (Tims et al., 2012; Tims et al., 2013). Employees who engage in job crafting are also found to be more adaptable to organizational changes (Berg et al., 2013; Petrou et al., 2016).

**Self-efficacy** is a central construct in social cognitive theory and refers to an individual's belief in their capacity to organize and execute the actions required to achieve desired outcomes. Bandura (1997) defined self-efficacy as people's belief in their ability to produce desired effects through their own actions. Self-efficacy develops through four principal sources: mastery experiences, vicarious experiences, verbal persuasion, and physiological or emotional states, these efficacy beliefs significantly influence how individuals think, feel, motivate themselves, and behave (Bandura, 1990). Individuals with high self-efficacy tend to cope more effectively with stress and psychological challenges (Maddux, 1995), whereas those with low self-efficacy are more prone to anxiety, depression, and avoidance behaviors (Bandura, 1977; Williams, 1995). Self-efficacy also enhances effort and persistence, increasing the likelihood of successful task completion (Barling & Beattie, 1983).In organizational settings, self-efficacy plays a crucial role in shaping employee attitudes, motivation, and performance. Research indicates that self-efficacy is positively associated with job performance, work engagement, and job satisfaction (Judge & Bono, 2001; Luthans et al., 2007). It also contributes to effective stress management, resilience, and lower levels of burnout (Salanova et al., 2002).

**Resilience** denotes the psychological capacity to withstand, adapt to, and recover from adversity or stressful experiences. Luthans (2002a) defined resilience as the ability to bounce back from setbacks and persist in the face of challenges. Similarly, Masten and Reed (2002) defined it as positive adaptation under conditions of risk, underscoring the maintenance or restoration of psychological well-being during hardship. Importantly, resilience is not confined to negative events; it also involves effectively responding to growth-oriented, demanding, or changing situations (Avolio & Luthans, 2006). Therefore, resilience is considered a dynamic and developable psychological strength that enables individuals to navigate both difficulties and opportunities successfully. Resilience in organizational settings leads to improved job performance, as resilient employees recover quickly from setbacks and continue working toward their goals (Luthans et al., 2007). It also enhances work engagement and job satisfaction, as resilient individuals remain motivated and committed despite challenges (Avey, Luthans, & Jensen, 2009). Resilience contributes to better stress management and reduced burnout, promoting psychological well-being at work (Masten & Reed, 2002). Additionally, resilient employees show greater adaptability and readiness for organizational change (Luthans, 2002a).

**Psychological health** is a fundamental aspect of overall well-being that influences how individuals think, feel, and behave in everyday life. It extends beyond the mere absence of mental illness and reflects a positive state of emotional stability, cognitive clarity, and social functioning. The World Health Organization (WHO, 2019) defines psychological health as a state of well-being in which individuals recognize their abilities, cope effectively with normal life stresses,

work productively, and contribute to their community. This definition emphasizes personal effectiveness, productivity, and purposeful engagement in life activities.Contemporary research suggests that psychological health comprises both hedonic and eudaimonic dimensions of well-being. Hedonic well-being emphasizes happiness and life satisfaction (Diener, 1984), whereas eudaimonic well-being focuses on personal growth, autonomy, and purpose in life (Ryff, 1989). Together, these perspectives highlight the multidimensional and dynamic nature of psychological health. Individuals with sound psychological health demonstrate effective emotional regulation, adaptive coping strategies, and the ability to maintain balanced interpersonal relationships. They are better equipped to manage occupational stress, adjust to life changes, and sustain productivity (Wright &Cropanzano, 2000; Huppert, 2009).

**Work engagement** is defined as a positive and fulfilling psychological state that reflects employees' energy, involvement, and commitment toward their work. The concept was initially introduced by Kahn (1990), who described engagement as the harnessing of employees' physical, cognitive, and emotional selves during role performance. Expanding this view, Schaufeli, Salanova, González-Romá, and Bakker (2002) conceptualized work engagement as a persistent affective–cognitive state characterized by vigor, dedication, and absorption. Vigor refers to high energy and resilience at work; dedication denotes enthusiasm, pride, and a sense of significance; and absorption represents deep concentration and immersion in tasks (Schaufeli et al., 2002; Rich et al., 2010). Research shows that work engagement is strongly associated with positive organizational outcomes. Engaged employees exhibit higher job performance, greater organizational commitment, and increased productivity (Rich et al., 2010). They are more proactive and willing to go beyond formal job roles (Bakker & Demerouti, 2008). Work engagement is also linked to higher job satisfaction and psychological well-being, along with lower stress, burnout, absenteeism, and turnover intentions (Schaufeli et al., 2004; Bakker et al., 2016).

## Review of literature

### Relationships between Job Crafting and Outcome Variables

Empirical evidence consistently supports the positive impact of job crafting on psychological health and well-being. Shi et al. (2022) found that job crafting enhances general health through improved work–nonwork facilitation. Toyama et al. (2022) reported that increasing structural resources and challenging demands promotes psychological need satisfaction and well-being. Devotto et al. (2020) showed that cognitive crafting improves positive mental health, with flow acting as a mediator. Gordon et al. (2017) demonstrated that job crafting interventions reduce burnout over time. Lichtenthaler and Fischbach (2018), in a meta-analysis, concluded that promotion-focused crafting lowers burnout, whereas prevention-focused crafting may heighten strain. On other hand,Chen et al. (2014) observed that job crafting enhances work engagement through better person–job fit. Tims et al. (2013) confirmed that crafting behaviors predict higher engagement and performance. Frederick et al. (2020) further established that job crafting has sustained longitudinal benefits for engagement (Kashyap, 2021, Mishra, 2022)and well-being across occupational settings. Gani (2019) found that job crafting had a significant impact on work performancewhile work engagement played a key mechanism

### Relationships between Self efficacy and Outcome Variables

Employees with high self-efficacy experience lower stress and burnout, which enhances psychological health (Siddiqui, 2015) and job performance. Strong efficacy beliefs help individuals view demanding tasks as manageable and persist despite obstacles. Self-efficacy serves as a protective factor in high-stress environments by promoting adaptive coping and emotional stability. It also reduces vulnerability to stress and depression and predicts lower exhaustion and higher engagement (Xanthopoulou et al., 2007). Overall, self-efficacy is a vital personal resource for sustaining mental health and performance. Research further shows that self-efficacy strongly predicts work engagement. Employees with higher self-efficacy demonstrate greater engagement across sectors (Simons &Buitendach, 2013). Longitudinal evidence confirms that self-efficacy enhances vigor, dedication, and absorption over time, while engagement can also strengthen self-efficacy (Xanthopoulou et al., 2009; Llorens et al., 2007).

### Relationships between Resilience and Outcome Variables

Resilience has been widely recognized as a significant predictor of positive organizational outcomes (Luthans, 2002). It is closely linked to psychological health and well-being, as resilient individuals use adaptive coping strategies, regulate emotions effectively, and

reinterpret stressors constructively (Tugade & Fredrickson, 2004). This capacity reduces the harmful effects of job demands and protects against burnout and emotional exhaustion, particularly in high-pressure occupations (Hakanen et al., 2006). Research also supports a strong positive relationship between resilience and work engagement. Personal resources such as resilience significantly predict engagement within the Job Demands–Resources model (Xanthopoulou et al., 2007). Furthermore, resilience, as a component of Psychological Capital, is positively associated with engagement and negatively related to stress and burnout (Avey et al., 2011). Resilient employees remain energetic and involved even under demanding work conditions (Hakanen et al., 2006).

## Rationale

Job crafting is being seen as a proactive strategy that aligns job demands with personal strengths (resilience, self- efficacy) while enhancing engagement, performance and other positive workplace outcomes. However, studies on job crafting and its outcomes are in its initial stage. Till date, studies have been mainly conducted in Western healthcare and IT sectors, largely ignoring the South Asian cultural contexts and banking sectors.The banking sector, serves as a critical component of the global economy and presently facing an era of rapid transformation, driven by digital advancements, changing customer expectations, and regulatory shifts. In this high-pressure and dynamic environment, it becomes essential to understand how employees within banks can maintain engagement, adaptability, well-being and achieving optimal performance while also curating their jobs within the framework of limited autonomy.Moreover, job crafting and other personal resources have been emerged as a key construct in the field of organizational behavior that can offer a promising framework for enhancing employee satisfaction, resilience, and productivity particularly in service-oriented industries like banking which needs investigation. Further, job crafting can help employees to navigate between the rigid structural constraints while adapting to technological advancements which should be studied rigorously.

Overall, it is a promising avenue of research whilethe existing literature lacks an integrative framework that combines job crafting and other personal resources to explain outcomes such as psychological health and work engagement, especially in Indian workplace setting that warrants inquiry. Thus, the present study proposes a macro-level model incorporating job crafting as an predictor of work engagement and psychological health.

## Major Objectives of the Study

On the basis of available research literatures following objectives have been proposed:

1. To examine the relationships between job crafting and psychological health.
2. To examine the relationships between job crafting and work engagement.
3. To examine the relationships between self-efficacy and psychological health.
4. To examine the relationships between self-efficacy and work engagement.
5. To examine the relationships between resilience and psychological health.
6. To examine the relationships between resilience and work engagement.

## Hypotheses of the Study

The following hypotheses are formulated in the study:

**H1:** Employees' job crafting will be positively related to psychological health.

**H2:** Employees' job crafting will be positively related to work engagement.

**H3:** Employees' self-efficacy will be positively related to psychological health.

**H4:** Employees self- efficacy will be positively related to work engagement.

**H5:** Employees' resilience will be positively related to psychological health.

**H6:** Employees resilience will be positively related to work engagement.

## Methodology

### *Participants:*

Participants of this study were banking professionals working in different public and private sector banks located in Bihar (India). The sample comprises of 300 participants (Public sector banking - 48% and Private sector banking - 52%). Various demographics characteristics included in the study. The age of participants ranged from 30 to 60 years (age- 30 to 37 = 26.3%, 38 to 45 = 23.7%, 46 to 53 = 27.3% and 54 and above= 22.7%). The mean age of the sample was 45.12years (*SD* = 11.42).With regard to gender distribution, 51.3% of the respondents were male and 48.7% were female. Most participants were married 88.3%, while 11.7% were single.In terms of educational

qualifications, 53.3% had completed graduation and 39.7% held postgraduate degrees, whereas 7.0% reported other qualifications.Regarding occupation**,** 31.7% were assistant managers, 27.3% were clerical staff, 21.0% were field officers, and 20.0% were branch managers.With respect to monthly income, 38.0% earned between ₹51,000 and ₹60,000**,** 27.3% earned ₹50,000 or below**,** 20.7% earned between ₹61,000 and ₹70,000**,** and 14.0% reported incomes of ₹71,000 or above**.** The employees having work experience of at least 5 years were participated in this study.This study utilized a quantitative correlational research design while utilizing random sampling method. Data were gathered through different standardized questionnaires having high reliability value.

## Measures

**Job Crafting:** It was assessed using the Job Crafting Scale developed by Tims et al. (2012). The instrument measures four dimensions: increasing structural job resources (α = .83), increasing social job resources (α = .80), increasing challenging job demands (α = .81), and decreasing hindering job demands (α = .77). The first three dimensions consist of five items each, while decreasing hindering job demands includes six items. Responses were obtained on a 5-point Likert scale ranging from 1 (never) to 5 (very often).

**Self-Efficacy:** Self- efficacy was measured through the six-item Self-Efficacy subscale of the Psychological Capital Questionnaire (PCQ; Luthans et al., 2006). Participants responded on a 6-point Likert scale (1 = strongly disagree to 6 = strongly agree). Higher scores indicate stronger confidence in one's work-related abilities. The subscale demonstrated satisfactory reliability (α = .77).

**Resilience:** Resilience was evaluated using the six-item Resilience subscale of the PCQ (Luthans et al., 2006). Items were rated on a 6-point Likert scale ranging from strongly disagree to strongly agree. Higher scores reflect greater ability to cope with and recover from workplace challenges. The internal consistency of this subscale was acceptable (α = .78).

**Psychological Health:** Psychological health was assessed using the 14-item Warwick-Edinburgh Mental Well-Being Scale (WEMWBS; Tennant et al., 2006). The scale measures positive aspects of mental well-being using a 5-point Likert format (1 = none of the time to 5 = all of the time). It demonstrated strong psychometric properties, with test–retest reliability of .83 and Cronbach's alpha values between .89 and .91.

**Work Engagement:** It was measured using the 17-item Utrecht Work Engagement Scale (UWES; Schaufeli et al., 2002), which assesses vigor, dedication, and absorption. The scale shows high reliability, with Cronbach's alpha values ranging from .80 to .90.

## Results

Data collected from banking professionals of public and private sector banks were pooled and analyzed using SPSS version 27**.** Initially, descriptive statistics along with correlation coefficients, were computed to examine the relationships among job crafting, self-efficacy, resilience, psychological health, and work engagement. Further, linear regression analyses were conducted to assess the predictive role of job crafting, self-efficacy, and resilience on psychological health and work engagement.

**Table 1**

**Pearsoncorrelations among Job Crafting, Self-Efficacy, Resilience, Psychological Health, and Work Engagement**

| Variables | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| 1. Job Crafting | — | | | | |
| 2. Self-Efficacy | .657** | — | | | |
| 3. Resilience | .669** | .537** | — | | |
| 4. Psychological Health | .653** | .599** | .589** | — | |
| 5. Work Engagement | .667** | .554** | .548** | .539** | — |

*Correlations are significant at the p< .01 level.*

The results indicated that job crafting, self-efficacy, resilience, psychological health, and work engagement were all positively and significantly correlated (*p*< .01). This suggests that higher levels of personal and job-related resources are associated with better psychological health and greater work engagement among the respondents.

**Table 2**

**Result of linear regression analysis using Job Crafting as a predictor and Psychological Health as a criterion**

| Variable | *β* | $R^2$ | Adjusted $R^2$ | *F* | *p* |
|---|---|---|---|---|---|
| Job Crafting→ psychological health | .653 | .426 | .424 | 221.427 | .000 |

*p*< .001

A simple linear regression analysis indicated that job crafting was a significant positive predictor of psychological health (β = .653), $R^2$ = .426, Adjusted $R^2$ = .424, *F*(1, 298) = 221.43, *p*< .001. The findings show that

job crafting accounted for 42.6% of the variance in psychological health, suggesting that employees who engage more in job crafting tend to experience better psychological health.Thus, Hypothesis 1 is supported.

**Table 3**

**Result of linear regression analysis using Job Crafting as a predictor and Work Engagement as a criterion**

| Variable | *β* | $R^2$ | Adjusted $R^2$ | *F* | *P* |
|---|---|---|---|---|---|
| Job Crafting→ work engagement | .667 | .445 | .443 | 238.838 | .000 |

*p*< .001

A simple linear regression analysis revealed that job crafting significantly predicted work engagement (β = .667), $R^2$ = .445, Adjusted $R^2$ = .443, $F(1, 298)$ = 238.84, *p*< .001. The $R^2$ value indicates that 44.5% of the variance in work engagement was explained by job crafting, suggesting that higher job crafting is associated with greater work engagement. Hence, supporting Hypothesis 2.

**Table 4**

**Result of linear regression analysis using Self-Efficacy as a predictor and Psychological Health as a criterion**

| Variable | *β* | $R^2$ | Adjusted $R^2$ | *F* | *P* |
|---|---|---|---|---|---|
| Self-efficacy→ psychological health | .599 | .359 | .357 | 166.938 | .000 |

*p<.001*

The results indicated that self-efficacy had asignificant positive impact on psychological health (β = .599), $R^2$ = .359, Adjusted $R^2$ = .357, $F(1, 298)$ = 166.94, *p*< .001, showing that 35.9% of the variation in psychological healthwas explained by self-efficacy,suggesting that individuals with higher self-efficacy tend to report better psychological health.Thus, hypothesis 3 is completely supported.

**Table 5**

**Result of linear regression analysis using Self-Efficacy as a predictor and Work Engagement as a criterion**

| Variable | *β* | $R^2$ | Adjusted $R^2$ | *F* | *p* |
|---|---|---|---|---|---|
| Self-efficacy→ work engagement | .554 | .307 | .305 | 131.992 | .000 |

*p<.001*

The regression analysis revealed that self-efficacy significantly predicted work engagement (β = .554), $R^2$ = .307, Adjusted $R^2$ = .305, $F(1, 298)$ = 131.99, *p*< .001, indicating that 30.7% of the variance in work engagementwas explained by self-efficacy, suggesting that employees with higher self-efficacy tend to show higher levels of work engagement. Therefore, Hypothesis 4 is fully supported.

**Table 6**

**Result of linear regression analysis using Resilience as a predictor and Psychological Healthas a criterion**

| Variable | *β* | $R^2$ | Adjusted $R^2$ | *F* | *p* |
|---|---|---|---|---|---|
| Resilience→ psychological health | .589 | .347 | .345 | 158.276 | .000 |

*p<.001*

A simple linear regression analysis revealed that resilience significantly predicted psychological health (β = .589), $R^2$ = .347, Adjusted $R^2$ = .345, $F(1, 298)$ = 158.28, *p*< .001, showing that resilience accounted for 34.7% of the variance in psychological health. indicating that greater resilience is associated with higher psychological health.Thus, hypothesis 5 is completely supported.

**Table 7**

**Result of linear regression analysis using Resilienceas a predictor and Work Engagement as a criterion**

| Variable | *β* | $R^2$ | Adjusted $R^2$ | *F* | *p* |
|---|---|---|---|---|---|
| Resilience→ work engagement | .548 | .301 | .298 | 128.150 | .000 |

*p<.001*

A simple linear regression analysis indicated that resilience significantly predicted work engagement(β = .548), $R^2$ = .301, Adjusted $R^2$ = .298, $F(1, 298)$ = 128.15, *p*< .001, showing that 30.1% of the variance in work engagement was explained by resilience,indicating that higher resilience is associated with greater work engagement among the respondents. Thus, hypothesis 6 is completely supported.

## Discussion

The present findings demonstrate that job crafting, self-efficacy, and resilience are significant positive predictors of both psychological health and work engagement. The strong positive correlations (p < .01) among all study variables indicate that personal and job-related resources function as vital

psychological assets in enhancing employee well-being and motivation. These results are consistent with the Job Demands–Resources (JD–R) model (Bakker & Demerouti, 2007), which posits that job and personal resources foster engagement and buffer against strain, thereby promoting psychological health.The regression results revealed that job crafting explained 42.6% of the variance in psychological health and 44.5% of the variance in work engagement, making it the strongest predictor among the variables studied. This finding aligns with earlier research by Tims et al. (2013), who reported that employees who proactively modify their job demands and resources experience higher work engagement. Similarly, Van Wingerden et al. (2017) demonstrated that job crafting interventions significantly improved work engagement and well-being. Job crafting enhances autonomy, meaning, and resource availability, which contribute to better psychological functioning and sustained motivational states.Self-efficacy also emerged as a significant predictor, explaining 35.9% of the variance in psychological health and 30.7% in work engagement. These findings are consistent with Bandura's (1997) Social Cognitive Theory, which emphasizes that individuals with high self-efficacy perceive challenges as manageable and persist in the face of adversity. Previous studies by Salanova et al. (2011) and Luthans et al. (2007) similarly found that self-efficacy positively predicts engagement and well-being. Employees who believe in their capabilities are more confident in handling job demands, which enhances their psychological stability and work involvement.Resilience significantly predicted psychological health (34.7%) and work engagement (30.1%), supporting the role of resilience as a protective personal resource. Luthans et al. (2006) identified resilience as a core component of Psychological Capital (PsyCap), contributing to adaptability and performance. Further, Tang et al. (2023) demonstrated that resilience buffers against burnout and promotes mental health in high-stress work environments. Resilient employees recover quickly from setbacks and maintain positive functioning, which fosters sustained engagement. Overall, the findings reinforce the importance of strengthening job crafting behaviors and personal psychological resources to enhance employee well-being and engagement in organizational settings.

There is the dearth of the research showing the interrelationships of the studied variables in the Indian banking sector, however, the above findings suggest that especially in the rigid public sector hierarchies,employees may have less formal freedom to redesign their rolesstill whenever they manage to craft their jobs (even in subtle and informal ways, i.e. adjusting how they interact with customers or manage time) they feel greater control and confident in doing so. May times the work processes become slower but resilient employees doesn't feel lethargic and cope better with delays, authority pressure, and limited flexibility.

## Limitations and Future Recommendations

The study has many limitations which should be taken care by the future studies. First, this study used a cross-sectional design, which restricted its ability to establish a causal relationship betweenthe variables. Thus, future studies must use longitudinal design. Second, in the present study the sample was drawn from a specific occupational group, which may restrictthe generalizability of the findings to other working sectors. Therefore, future research should replicate the study utilizing cross-sector comparisons to improve external validity.Third, future research should employ experimental research designs and interventions modelsin order to determine causal relationships among the variables and to explore the potentialsof investing in job crafting for higher engagement of employees. Further, future studies should also explore additional variables, such as leadership style and perceived organizational support to provide a more comprehensive understanding of their impact on psychological health and work engagement and their possible mediating and/or moderating role between the variables.

## Conclusion

The present study highlights the significant role of job crafting, self-efficacy, and resilience in enhancing psychological health and work engagement among employees. The findings revealed that all three predictors were positively and significantly associated with both outcome variables, indicating that personal and job-related resources contribute substantially to employee well-being and motivation. Overall, the study supports the perspective of Positive Organizational Behavior, emphasizing that developing employees' internal strengths and encouraging proactive job redesign can foster better mental health and higher engagement levels. These findings suggest that organizations should focus on strengthening

psychological resources and promoting supportive work environments to improve overall employee performance and well-being.

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