

Influence of Occupational Self-Efficacy, Work Meaningfulness and Job Crafting on Job Performance: A Study with Specific Reference to the Engineering Industry Employees in Coimbatore City

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ABSTRACT

The Indian Engineering Industry has observed an outstanding growth over the last few years driven by increased investments in infrastructure and industrial production. Availability of efficient manpower has been listed as the biggest hurdle in the development of Indian engineering industry. In an unstable Business environment, Companies today are forced to compete and to act professionally to create competitive advantage. To be successful, engineering industries must be able to improve the capabilities of their workforce in organization towards common goals. Job crafting and Work Meaningfulness can play a vital role in this changing business environment. To achieve the standards, Performance of employees is highly important for organizations to remain competitive and successful in the market. Employee job performance should be analyzed together with job crafting, Work Meaningfulness and Occupational self-efficacy to make sure it is synchronized. The current study investigates the influence of Occupational self-efficacy, Work Meaningfulness and Job Crafting on Job Performance. Data was collected from 414 employees working in engineering industries in Coimbatore city. Correlation and regression analysis was used to test the hypothesis. Results revealed that Occupational self-efficacy, Work Meaningfulness and Job crafting significantly and positively influence employee's job performance. This study has demonstrated the importance of Occupational self-efficacy, Work Meaningfulness and job crafting of employees in enhancing their Job performance.

Keywords

Occupational self-efficacy, Work Meaningfulness, job crafting and Job performance

INTRODUCTION

Engineering industries seeks to optimize their workforce through skill development programmes not only to achieve business goals but most important for long time survival and sustainability. To accomplish this undertaking, engineering industries will need to invest resources to ensure that employees have the knowledge, skills and competencies needed to work effectively in the rapid changing and complex environment. To compete in global markets, the engineering industry needs to focus on product design and development, since producing for international market requires more technological capabilities of their workforce along with a foresight of the developments that are likely to happen in the near future. To achieve the standards, performance of employees is highly important for organizations to remain competitive and successful in the market.

There are several factors, which influence the job performance of the employees in the work place. Factors that affect individual performance are Self-efficacy (Bandura, 1977), Motivation and Competence (Deci & Ryan, 2000), Ability, Role Perception, Resources (StevanHobfoll2009) and Work Place Environment. Hence the present study considers Self-efficacy as an important factor, which contributes to the performance of employees. Work that is experienced as motivating and meaningful by employees is found to also contribute to the organization's core (Steger, Dik, & Duffy, 2012). Bandura (1997) defines Self-efficacy as the expectations that people have about their abilities to execute desired behaviors and to impact their environment successfully. Self-efficacy may enhance performance because individuals who perceive themselves as highly efficacious will activate sufficient task-related effort and persist longer on the task. This self-efficacious behavior may increase the chances of successful

outcomes. In contrast, individuals who perceive low self-efficacy may be more likely to discontinue their efforts and fail on the task. Individuals having high self-efficacy can easily craft the jobs through specific job crafting activities such as those that involve securing task or relational resources, or taking on challenging task or relational demands, have demonstrated positive relationships with performance (Bakker et al. 2012). Job crafting is a proactive behavior of employees. Tims & Bakker, (2010) and Wrzesniewski & Dutton, (2001) state, the self-initiated changes that employees make in the design of their job are referred to as job crafting behaviors. Self-efficacy may enhance employee's proactiveness, which in turn predicts Job performance. In today's tough economic climate, the internal environment of organizations is frequently in Flux due to downsizing and off shoring; hence the importance of job crafting with their work takes on even greater dimensions. However, Wrzesniewski & Dutton (2001) and Tims et al. (2012) state that job crafting activities are not necessarily aligned with the organizational objectives and therefore do not always demonstrate positive links to performance.

Especially in the context of the changing nature of work, Occupational self-efficacy, Work Meaningfulness and job crafting may be the important variables for the outcomes of Job Performance. For example, when organizations restructure by means of introducing new methods of production processes or when they embrace the concept of new ways of working through technology and allow employees to work from other places than the office, these changes are likely to affect the work environment. The present study is important for the following reasons. First, although Wrzesniewski and colleagues (Berg, Wrzesniewski & Dutton, 2010; Wrzesniewski & Dutton, 2001) proposed meaningfulness as an important reason for job crafting, research has mainly focused on job crafting outcomes such as employee work engagement, job performance, and organizational commitment (e.g., Leana, Appelbaum, & Shevchuk, 2009; Tims, Bakker & Derks, 2013). Second, similar to the relationship between Occupational self-efficacy and Job Performance, the Occupational self-efficacy literature also refers repeatedly to enhancing employee's competence through individual self-efficacy at work as an important predictor of job performance (Bandura, 1982; Cervone et al 1991; Mathieu and Button 1992; Orphen 1995; Stajkovic and Luthans 1997, 1998). To our knowledge, this relationship has received much research attention as well. Thus, the study focuses to examine the relationship between Work Meaningfulness and Job Performance. Because employees perceive their work as meaningful, it is more likely that

they will perform better Drach-Zahavy & Erez (2002). Therefore, the study empirically test the assumption of Bandura's self-efficacy, Work Meaningfulness and Wrzesniewski and Dutton's (2001) job crafting model that contributes to employees job performance.

REVIEW OF LITERATURE

The review of literature broadens the knowledge about the subject matter and they provide a foundation for a new research. It seeks to describe, review, evaluate, clarify and summarize the content of earlier studies. Literature review helps to identify the gap in the literature, to identify information, ideas and methods that could be relevant to the research, to carry on from where others have already reached to construct on the platform of existing knowledge and ideas. In this section reviews related to Occupational self-efficacy, Job Crafting and Job Performance and summarized.

- **Fouché, Rothmann & Van der Vyver (2017)** investigated the antecedents and outcomes of meaningful work among school teachers. Researcher surveyed 513 secondary school teachers in South Africa. Findings revealed that a calling orientation, a well-designed job, good co-worker relationships and meaningful work predicted work engagement. The absence of a calling orientation predicted teachers' intention to leave the organization. The authors suggested that Promoting perceptions of meaningful work might contribute to lower burnout, higher work engagement, better self-ratings of performance and retention of teachers.
- **Gu-Ne, Kim and Young-Min Lee (2016)** explored the importance of organizational performance. They elaborated the extent to which five core job characteristics model (task variety, task identity, task significance, autonomy and feedback) and job crafting (task crafting, relational crafting and cognitive crafting) lead to organizational performance (financial performance, job satisfaction, and organizational commitment). The authors surveyed 406 sales consultants from insurance firms. Results indicated that job characteristics partially influenced job crafting. Skill variety and feedback did not influence job crafting whereas task identity, task significance, and autonomy significantly influenced job crafting. Furthermore, job crafting had a positive effect on the financial performance, job satisfaction and

organizational commitment of organization members.

- **Anne, Bakker and Wilmar (2016)** investigated the potential antecedents of daily team job crafting defined as the extent to which team members engage together in increasing (social and structural) job resources and challenges, and decreasing hindering job demands. Researcher hypothesized that individual employee factors (self-efficacy for teamwork, daily affect), team features (team cohesion, climate) and the organizational context of teams (engaging leadership and organizational resources for teamwork) relate positively to daily team job crafting behaviour. Data were collected among 46 multi-professional rehabilitation teams in Finnish rehabilitation centres. Multilevel regression analyses were used to test the hypothesis. Results showed that self-efficacy for teamwork were positively associated with team job crafting behaviour. For practice, the results suggested that actions and interventions conducive to positive team processes offer the most promising route to enhancing team job crafting behaviour.
- **Kamyar, Soma and Soran (2016)** examined the relationship between task performance and job crafting with the mediating role of job flourishing. The author's surveyed 450 managers of insurance banks, 207 persons were selected by stratified sampling according to Kurdistan counties by using Kocran's formula. Spearman correlation tests were used to test hypothesis relationships. Results showed that positive relationship between job crafting and job flourishing and task performance.
- **Paraskevas, Evangelia & Wilmar (2015)** examined predictors of job crafting both at the organizational level (i.e., perceived impact of the implemented changes on the working life of employees) and the individual level (i.e., employee willingness to follow the changes). Job crafting behaviors predict task performance and exhaustion. Data was collected among 580 police officers in Netherlands. Data were analyzed using structural equation modeling. Findings revealed that daily work life of employees was linked to reducing demands to predict exhaustion positively, whereas employee willingness to change was linked to seeking resources and seeking challenges which in turn predict high task performance and low exhaustion respectively. Seeking resources and challenges enhances the employees to deal with organizational changes and could be enabled by managers through coaching or employee development plans. The authors suggested that promoting positive and functional job crafting strategies; managers and organizations have the potential to foster employee health and performance, turning organizational change into a successful transformational experience.
- **Bakker, Derks and Tims (2015)** examined whether job crafting intentions and work engagement predicted actual job crafting activities in the next month, and whether actual job crafting, in turn, predicted work engagement and indirectly in-role performance and OCBI (Organization Citizenship Behaviour Individual) overtime. The authors surveyed 288 employees through internet survey at three time frames T1, T2 & T3. Results of structural equation modeling revealed that job crafting intentions and work engagement significantly related to actual job crafting. Results further showed that engaged employees performed better on their in-role tasks but did not perform more OCBI. The findings suggested that employees can increase their own work engagement and job performance through job crafting.
- **Bakker, Derks and Tims (2015)** examined the influence of job crafting on person-job fit and meaningfulness. Data was collected among a heterogeneous group of employees (N=114) during three consecutive weeks (N=430 occasions). Results indicated that individuals who crafted their job by increasing their job resources (e.g., support, autonomy) and challenging job demands (e.g., participate in new projects), and by decreasing their hindering job demands (e.g., less emotional job demands) influenced higher levels of person-job fit. In turn, demands-abilities fit related to more meaningfulness in the final week. Findings suggested that by crafting their job demands and job resources, individuals can proactively optimize their person-job fit and experience their work as meaningful.
- **Berdicchia (2015)** explored the relationship between leader-member exchange (LMX), role breadth self-efficacy (RBSE), a specific job crafting behavior such as increasing challenging job demands (ICJD) and overall work performance (OP). Data was collected among 149 independent leader-member dyads. Three-path mediation model, showed that RBSE and ICJD mediate

sequentially the relationship between LMX and OP. The results revealed that LMX has positive effect on work performance and depends on its influence on both motivational and behavioral variables and also shows that the influence of self-efficacy on performance becomes significant only when it is translated into specific proactive behaviors.

- **Bakker, Derks and Tims (2014)** investigated the relationship between self-efficacy & performance with job crafting and work enjoyment. The study was conducted among a heterogeneous sample of employees. The results indicated that employees who felt more self-efficacious on a given day were more likely to mobilize their job resources on that day. Daily job crafting was positively and significantly correlated to work enjoyment and indirectly associated with performance. Participants reported elevated levels of performance on the days on which they enjoyed their work most. The findings of this study revealed the importance of daily proactive behavior for employee and organizational outcomes.
- **Kanten (2014)** investigated the antecedents (self-efficacy, perceived organizational support and job characteristics) of job crafting. For the purpose of the research, the data was collected from 252 hotel employees who are working in four different hotels in Antalya. To test the hypothesis, Structural equation modeling was used. Results reveal that self-efficacy has a positive and significant effect on job crafting; some of the dimensions of job characteristics skill variety and feedback affects job crafting positively, whereas task significance, perceived organization support & autonomy dimension have no significant effects on job crafting. The study concluded that some of the job characteristics of employees such as skill variety and feedback lead them to exhibit job-crafting behaviors.
- **Berg, Dutton & Wrzesniewski (2014)** study describes the young and growing literature on job crafting, several ideas for applying job crafting in the workplace to foster meaningfulness, and the various opportunities that exist to build knowledge about how and when job crafting can occur and with what kinds of results. Job crafting brings employees remarkable efforts to be resourceful on the job. Through job crafting employees can cultivate meaningfulness in their work and create

valuable outcomes for themselves and their organizations.

- **Guido, Gian & Chiaro, Laura and Wilmar(2014)** examined the relationship between P-OR (Positive Orientation) and job performance mediated by work engagement and moderated by levels of work self-efficacy beliefs. Data was collected among 388 male security agents, working for a national security company in Italy. This was particularly the case when work self-efficacy beliefs were high or medium, but not when work self-efficacy beliefs were low. Essentially, a medium-to-high sense of self-efficacy is necessary to turn personality potentials (like P-OR (Positive Orientation)) and persistent effort (work engagement) into successful behaviors. Results supported the moderated - mediational model, levels of self-efficacy beliefs appeared to determine the significance of the effects of either P-OR (Positive Orientation) (direct and indirect) and work engagement (direct) on job performance. Findings demonstrated that the presence of a boundary condition (i.e. the possession of an optimal level of work self-efficacy beliefs), influences the impact of P-OR (Positive Orientation) and work engagement on job performance.
- **The purpose of the study by Cherian & Jacob (2013)** was to provide a Meta analytic examination of the relationship between self-efficacy, employee motivation and work related performance of the employee. The study showed the relationship between managers rated effectiveness and an employee's engagement with the mediating role of self-efficacy. Results indicated that self-efficacy of an individual determines his/her work related performance and motivation.
- **Slemp and Vella-Brodrick (2013)** examined the relationship between job crafting, the satisfaction of the intrinsic needs for autonomy, competence, and relatedness at work, and employee well-being include subjective well-being and psychological well-being. The authors surveyed 253 referred group of working adults. To test the hypothesis structural equation modeling method was used. Findings suggested that job crafting predicted intrinsic need satisfaction, which, in turn, predicted employee well-being. They highlighted the importance of job crafting as a tool to enhance employee well-being intervention.

- **Lai and Chen (2012)** examined the Self-Efficacy, Effort, Job Performance, Job Satisfaction, and Turnover Intention among a sample of 616 automobile sales persons of Taipei, Taiwan. Data was analyzed using structural Equation Modeling. The results revealed that Self-efficacy and effort has a positive effect on job performance and job satisfaction.
- **Hirschi(2012)** investigated the relationship of calling to work engagement, mediated by work meaningfulness, occupational identity, and occupational self-efficacy. The authors surveyed 529 German employees in diverse occupations. Multiple mediation model was used to test the hypothesis. The results confirmed the theoretical link between a calling and meaningful work (Dobrow&Tosti- Kharas, 2011; Duffy et al., 2012; Rosso et al., 2010) and support the theoretical assumption that callings are an important factor in understanding what makes work meaningful (Rosso et al., 2010; Steger &Dik, 2010; Wrzesniewski, 2003).

The above reviews highlighted the importance of Occupational self-efficacy, Work meaningfulness and Job crafting of employees in various sectors. Job crafting had a positive effect on the financial performance, employee well-being, job satisfaction, job flourishing, task performance, and work enjoyment, job characteristics of employees such as skill variety and feedback and organizational commitment of organization members. Studies reveal that by promoting positive and functional job crafting strategies, managers and organizations have the potential to foster employee health and performance, and also brining about organizational change successfully. On the other hand, Occupational self-efficacy influences employee motivation, job satisfaction and job performance. Further, Work Meaningfulness has specific consequences for the individual (e.g. burnout and work engagement) as well as for the organization (intention to leave and performance).The findings suggested that employees can increase their own work engagement and job performance through job crafting and also self-efficacy of an individual determines his/her work related performance and motivation. From the above literature review it could be inferred that none of the studies have been carried out to examine the influence of Occupational self-efficacy, Work Meaningfulness and Job crafting on Job Performance in engineering industry, since the current markets changes necessitate the need for process improvement which could be achieved through

Occupational self-efficacy, Work Meaningfulness and job crafting which in turn is likely to have an influence on performance. Hence this study focuses in examining the impact of Occupational self-efficacy, Work meaningfulness and Job crafting on Job Performance among the employees working in engineering industries in Coimbatore.

OBJECTIVE OF THE STUDY

To examine the influence of Occupational self-efficacy, Work Meaningfulness and Job crafting on Job Performance.

RESEARCH METHODOLOGY

The study is descriptive in nature. Descriptive research design describes what exists and helps to uncover new facts. It depicts accurately the characteristics of respondents. A questionnaire survey method is used to seek responses from engineering industry employees in Coimbatore. The questionnaire includes demographic details of the respondents namely age, gender, marital status, educational qualification, sector, designation and experience. Responses for the dimensions of the study is collected using a 5 point Likert scale ranging from 1 - Never; 2 - Sometimes; 3 - Regularly; 4 - Often; 5 - Very Often. The data were collected from 414 respondents in 8 Engineering industries in Coimbatore district during the months of January – May 2017. The respondents were assured that the data will be kept confidential and shall be used for research purpose only. The respondents are contacted in person and the importance of the study is explained to them before administering the questionnaire during lunch break time. Sufficient time is given to the respondents for filling up the questionnaire. The entire data is consolidated and used for the analysis. Using a preliminary draft questionnaire, a pilot study is conducted with 50 employees from 2 companies. Reliability of the variables are ensured by examining the Cronbach's alpha (α) coefficient with an alpha value of >0.7 considered to be acceptable (Nunnally, 1978). All the variables had an α value of >0.7 ensuring reliability of the variables (Table 1). The study uses percentage analysis to portray the demographic profile of the respondents. Descriptive statistics to identify the perceived level of importance of the study variables, correlation analysis to study the association between the dimensions of Occupational self-efficacy, Work Meaningfulness and Job crafting on Job Performance and regression analysis to examine the extent of influence of Occupational self-efficacy, Work Meaningfulness and Job crafting on Job Performance.

Table 1: Reliability of the Constructs

Construct	Operational definition	Author	Reliability	Number of Items
Occupational self-efficacy	The belief in one's own ability and competence to perform successfully and effectively in situations and across different tasks in a job	Petthe, Chaudhari, & Dhar (1999); Schyns & Collani, (2002)	0.830	6
Job Crafting	The physical and cognitive changes individuals make in the task or relational boundaries of their work.	(Wrzesniewski & Dutton, 2001, p. 179)	0.918	19 [Has three sub-dimensions - Task crafting (7 items), Relational Crafting (7items) & Cognitive crafting (5 items)]
Work Meaningfulness	Work meaningfulness refers to the amount of significance people perceive in their work.	(Rosso et al., 2010).	0.839	5
Job Performance	The extent to which employees meet their job requirements according to their manager	Podsakoff & Mackenzie, (1989)	0.818	6

Table 2: Demographic profile of the Respondents

Demographic profile	Description	Frequency	Percentage
Age (years)	Below 25	88	21.3
	25-35	230	55.6
	36-45	63	15.2
	46-55	23	5.6
	Above 55	10	2.4
Gender	Male	316	76.3
	Female	98	23.7
Marital Status	Married	234	56.5
	Unmarried	180	43.5
Education	ITI/Diploma	133	32.1
	UG-Engineering	123	29.7
	PG-Engineering	91	22.0
	UG-Arts and Science	32	7.7
	PG-Arts and Science	35	8.5
Designation (years)	Senior level	100	24.2
	Middle level	232	56.0
	Junior level	82	19.8
Experience (years)	Less than 1 year	30	7.2
	1-5	102	24.6
	6-10	137	33.1
	11-15	96	23.2
	16-20	33	8.0
	Above 21	16	3.9

ANALYSIS AND DISCUSSION

Demographic profile of the Respondents

To map the demographic profile of the respondents' descriptive statistics is presented with frequency and percentage. The demographic factors included in the study are age, gender, marital status, educational qualification, sector, designation and experience. This is the primary step in the data analysis and gives an overview of the characteristics of the respondents. Table 2 depicts the demographic profile of the respondents.

From the table 2, it is inferred that, majority (55.6%) of the employees are in the age group of 25-35 years. Only 2.4% of the employees are above 55 years. It is observed that most of the employees (55.6%) working in engineering industry are in the age group of 25 - 35 years. Thus, the major development of an organization is resting on young engineers, who work smarter with lots of energy and adequate knowledge. Majority (76.3%) of the employees are male and the remaining 23.7% of the employees are females. It is observed that most of the employees working in engineering sector are males. In engineering sectors due to tight schedule and heavy work, the count of female employees is lesser when compared to male employees.

Majority (56.5%) of the respondents are married and 43.5% of the respondents are unmarried. Further, regarding education levels, majority (32%) of respondents are ITI/ Diploma holders, (29.7%) of them have their UG-Engineering. Only (7.7%) of the respondent's qualification

is UG-Arts and Science. This could be the reason that the respondents belong to a technically oriented organisation (Engineering Industries). Thus, the number of employees who have completed engineering and allied courses are more when compared to others. Regarding designation of the respondents, majority (56%) of the respondents fall in the middle level and only (19.8%) of the respondents occupy the junior level.

Majority (33.1%) of the respondents have experience between 6-10 years and only 3.9% of the respondents have experience above 21 years. This segment also indicates that the proportion of young people is more than elders. In a nutshell, the study considers this demographic profile as a healthy environment, since a majority of the respondents are youngsters who are technically qualified and will bring in more effectiveness in the organization.

Descriptive Statistics

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of it. It provides a powerful summary that may enable comparisons across respondents or other units. Table 3 depicts the descriptive statistics of the respondents.

Table 3: Perception of the respondents

Dimensions		Mean	Standard deviation
Job Crafting	Task crafting (TC)	3.3509	.74833
	Cognitive crafting (CC)	3.2454	.89630
	Relational crafting (RLC)	3.0997	.77514
Occupational self-efficacy (OSE)		3.4879	.73242
Work Meaningfulness (WM)		3.4401	.79662
Performance (PF)		3.5068	.69822

It is inferred from Table 3 that among the Job Crafting dimensions, Task Crafting (M=3.3509) has the highest mean value indicating that employees initiate or introduce new tasks that better suit one’s skills or interests to attain their goals. They also add different techniques that can help employees to simplify their work. Task crafting helps them to enhance person-job fit. Cognitive Crafting (M=3.2454) has the second highest mean value

demonstrating that employees broaden their perceptions of their job’s purpose and scope, and reframe their job to develop their interests, desired outcomes, relationships and overall identity thus creating meaningful work. It could be inferred that employees in engineering sector make cognitive changes that bring new meaning and significance to work. Relational Crafting (M=3.0997) has the third highest mean value indicating that employees build or reframe the social relationships at the workplace and make their work more meaningful.

The mean value of Work Meaningfulness (M=3.4401) is above 3, indicating that employees perceive their work as more meaningful. It could be inferred that Meaninglessness in work is related to the ability of the employee to see the purpose of his/her work fits in the whole production process and also employees engaged in Meaningful Work also seem to have characteristics that are desirable within organizations, namely less risk of turnover, greater commitment to the organization, greater involvement in organizational citizenship behaviors and also enhance job performance.

The mean value of Occupational self-efficacy (M=3.4879) is also above 3, indicating that employees believe that they have the required skills to do the job. Self-Efficacy is an important variable which needs to be possessed by the employees, because being efficacious about a particular activity/task will lead to the success of the activity since they are likely to possess complete knowledge in carrying out the activity/task. The mean value of Job Performance (M=3.5068) is also above 3, which is an indication that the respondents expected work related activities have been successfully accomplished.

Correlation Analysis

The correlation analysis is the statistical tool used to study the closeness of the relationship between two or more variables. If correlation is found between two variables it means that when a systematic change in one variable leads to a systematic change in the other. The correlation coefficient is a measure of linear association between two variables. The most widely used type of correlation coefficient is the Pearson correlation r and the value ranges from +1 to -1 (positive to negative correlation).

Table 4: Results of Correlation Analysis

Variables		OSE	WM	TC	CC	RLC	PF
OSE	Pearson Correlation	1					
WM	Pearson Correlation	.592**	1				
	Sig. (2-tailed)	.000					
TC	Pearson Correlation	.375**	.363**	1			
	Sig. (2-tailed)	.000	.000				
CC	Pearson Correlation	.307**	.499**	.611**	1		
	Sig. (2-tailed)	.000	.000	.000			
RLC	Pearson Correlation	.365**	.347**	.578**	.596**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
PF	Pearson Correlation	.600**	.600**	.379**	.327**	.383**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).							
a. List wise N=414							

Cohen's (1988) effect size evaluation criterion, was used for correlational coefficients which state that coefficients less than 0.28 are small effects; medium effects range from 0.28 to 0.49; and, large effects are greater than 0.49. It could be inferred from table 4 that Occupational self-efficacy and Work meaningfulness is positively and highly correlated with Performance ($r=0.600$ $p<0.000$). Among the Job crafting dimension, Relational crafting ($r=0.383$ $p<0.000$) followed by Task crafting ($r=0.379$ $p<0.000$) and Cognitive crafting ($r=0.327$ $p<0.000$) has positive and moderate correlation with Performance.

Hence it could be inferred that Occupational self-efficacy has a close and significant association with Performance. In other words, higher the job specific self-efficacy, higher will be the performance. The findings of present study are in line with the findings of the study carried by Bandura (1982), Cervone et al (1991) and Stajkovic and Luthans (1997, 1998). Mathieu and Button (1992) also observed significant impact of self-efficacy beliefs on performances over time. Also, Mitchell et al (1994) found that self-efficacy was a better predictor of performance than expected goals. Similarly Orpen (1995) obtained a significant positive correlation between self-efficacy beliefs and self-rating of performance. Although studies provide evidence for the positive relationship between self-efficacy and performance, some researchers observed negative relationship when the analysis was done across time period (repeated measures) rather than across individuals (Vancouver et al, 2001; Hawkins, 1992; Powers, 1973, 1991).

It could be inferred from table 4 that Work meaningfulness also had a close and significant association with Performance. In other words, Employees who find their work more meaningful can predict better job performance. The findings of present study are in line with the findings of the study carried by Drach-Zahavy&Erez (2002) indicating that if employees perceive their work as meaningful, it is more likely that they will perform better. Employees experiencing their jobs as negative and less meaningful will be less prone to believe in their ability to achieve challenging work goals and as a result not perform at their best (Searle & Parker, 2013).

Among the 3 Job crafting dimensions considered for correlation with performance, Relational crafting followed by Task crafting and cognitive crafting has positive and moderate correlation with performance. This implies that employees can make changes to their jobs through tasks, relational and cognitive crafting to enable better performance and be more efficient and carry out tasks they find interesting or rewarding. The findings of the present study are in line with the findings of the study carried by Bakker et al. (2012), who found that employees, who showed job crafting behavior by adjusting their work environment, were more engaged which led to a higher performance. Similarly Van Dam, Nikolova& Van Ruyseveldt (2013) in their study identified that active job crafters compared to employees who make few changes in their work showed higher levels of confidence, involvement and performance. Job crafting proved to be related to employee's work engagement and job performance (Bakker, Tims, &Derks, 2012; Tims, Bakker,

&Derks, 2014). Also the longitudinal study by Petrou (2013) further showed that crafting, seeking resources predicted positively task performance one year later. The relationship between job crafting and job performance has been examined in several studies. From qualitative interview studies (Berg, Wrzesniewski, & Dutton, 2010; Lyons, 2008) as well as quantitative survey studies (Bakker et al., 2012; Leana et al., 2009; Tims et al., 2012) it appears that job crafting mainly has a positive relationship with job performance. Job crafting can have favorable effects on well-being, work engagement, burnout, and performance (Leana, Appelbaum, &Shevchuk, 2009; Petrou et al., 2012; Tims, Bakker, &Derks, 2013).

Table 5: Regression analysis-Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F Value	Sig.
1	.515 ^a	.265	.264	.59918			
2	.595 ^b	.354	.351	.56263			
3	.637 ^c	.405	.401	.54047			
4	.665 ^d	.442	.436	.52422			
5	.679 ^e	.461	.454	.51597			
6	.691 ^f	.478	.470	.50826			
7	.698 ^g	.488	.479	.50412			
8	.705 ^h	.497	.487	.50018			
9	.711 ⁱ	.505	.494	.49673			
10	.710 ^j	.504	.494	.49643			
11	.716 ^k	.512	.501	.49309			
12	.720 ^l	.518	.506	.49076			
13	.724 ^m	.525	.512	.48781			
14	.728 ⁿ	.530	.516	.48578			
15	.732 ^o	.536	.521	.48320	1.859		

p. Dependent Variable: PF

REGRESSION ANALYSIS

Regression analysis is a collection of statistical techniques that serves as a basis for drawing inferences about the relationships among interrelated variables. Regression analysis helps to understand how the value of the dependent variable changes when any of the independent variable(s) is varied. To examine the influence of Occupational self-efficacy, Work Meaningfulness and Job crafting on Performance regression analysis is carried out.

The items of Occupational self-efficacy, Work Meaningfulness and Job crafting are taken as independent variables and the average of Performance as dependent variable and step wise regression is carried out.

From the Table 5, it is found that the adjusted R² value is 0.521. This infers that 52.1% variation in the dependent variable, i.e. Job Performance is being predicted by the Independent variable, i.e. items of Occupational self-efficacy, Work Meaningfulness and Job crafting and the regression model is significant (F= 5.288, P<0.022).

Table 6: Regression analysis- Coefficients of Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
15	(Constant)	.927	.143		6.486	.000
	OSE6	.083	.033	.120	2.490	.013
	WM4	.064	.034	.091	1.866	.063
	RLC5	.127	.028	.198	4.540	.000
	OSE5	.097	.031	.140	3.114	.002
	WM3	.137	.033	.195	4.170	.000
	TC1	.075	.033	.111	2.287	.023
	WM1	.110	.029	.166	3.827	.000
	CC5	-.077	.028	-.116	-2.718	.007
	RLC7	.086	.029	.127	2.946	.003
	RLC2	-.074	.030	-.104	-2.468	.014
	TC3	.093	.032	.143	2.865	.004
	TC2	-.075	.033	-.107	-2.300	.022

a. Dependent Variable: PF

Model 15 reveals that among the 6 items of Occupational Self-Efficacy 3 items has a significant influence on Performance. Item OSE2- When I am confronted with a problem in my job, I can usually find several solutions (β=0.144 positive, t= 3.630 positive, p<0.000) has the highest influence on Performance followed by the item OSE5- ‘I meet the goals that I set for myself in my job’ (β=0.140 positive, t= 3.114 positive, p=0.002) and Item OSE6- ‘I feel prepared for most of the demands in my job’ (β=0.120 positive, t= 2.490 positive, p=0.013).

Among the 5 items of Work Meaningfulness 3 items has a significant influence on Performance. Item WM3 - The

work that I do makes the world a better place ($\beta=0.195$ positive, $t= 4.170$ positive, $p<0.000$) has the highest influence on Performance followed by the item WM1 - The work that I do is important ($\beta=0.166$ positive, $t= 3.827$ positive, $p<0.000$) and Item WM4 - What I do at work makes a difference in the world ($\beta=0.091$ positive, $t= 1.866$ positive, $p=0.063$).

Among the 7 items of Task Crafting only 3 items namely item TC3 - 'Introduce new work tasks that better suit your skills or interests' ($\beta=0.143$ positive, $t=2.865$ positive, $p=0.004$) have a significant influence on Performance followed by the item TC1- 'Introduce new approaches to improve your work' ($\beta=0.111$ positive, $t= 2.287$ positive, $p=0.023$). But Item TC2 - Change the scope or types of tasks that you complete at work ($\beta= -0.107$ negative, $t= -2.300$ negative, $p=0.022$) has a negative significant influence on Performance.

Among the 7 items of Relational crafting dimension 5 items have a significant influence on Performance, namely Item RLC5- 'Introduce yourself to co-workers, customers, or clients you have not met' ($\beta=0.198$ positive, $t=4.540$ positive, $p<0.000$); item RLC7- 'Make friends with people at work who have similar skills or interests' ($\beta=0.127$ positive, $t=2.946$ positive, $p=0.003$) and item RLC2- 'Make an effort to get to know people well at work' ($\beta= -0.104$ negative, $t= -2.468$ negative, $p=0.014$). In Cognitive crafting dimension Item CC5 - Reflect on the role your job has for your overall well-being ($\beta= -0.116$ negative, $t= -2.718$ negative, $p=0.007$) has a negative influence on Performance.

The results revealed that to perform better in their job, the person should be highly self-efficacious regarding his/her job. Further, providing the employees with opportunity to develop themselves and fulfilling their inclination towards continuous development the occupational self-efficacy level of employees can be improved. In addition, adequate management support and providing regular feedback to the employees about their performance can help improve self-confidence & adaptability of resulting in improved self-efficacy levels.

Items of Work Meaningfulness significantly and positively influence the performance of employees. This implies that the more an employee perceives meaning in their work, has a balanced workload, enjoys doing his work, can develop his skills, feels valued in his work, receives support in his work, and works in a stimulating environment which in turn enhance greater job performance. It could be inferred that when the employees perceive that their work is meaningful, the more they are

committed to their work and exhibit effective job performance.

Items of Task crafting significantly and positively influences the performance of employees. This implies that through task crafting employees can add whole tasks or projects and find ways to re-engineer existing tasks. Adding this task would bring the application or development of new, desirable skills into the job and allow the employees to perform better and experience a lighter workload. Further items of Relational crafting also have a positive significant influence on the performance of employees. This implies that employees craft their work relationships by building, reframing & adapting to the changing nature of the relationship or form a collaborative relationship with other employees and think about the purpose and meaning of tasks in the process of performing their job duties. Hence, providing opportunities for job crafting is likely to have a positive significant influence on the performance of the employees. The findings of the study are in line with the findings of the study carried by (Leana, Appelbaum, & Shevchuk, 2009; Petrou et al., 2012; Tims, Bakker, & Derks, 2013) that Job crafting can have favourable effects on well-being, work engagement, burnout, and performance. Similarly, job crafting is an important predictor of important employee outcomes, such as work engagement, cynicism, employability, performance ratings, and job satisfaction (Nielsen & Abildgaard, 2012; Petrou et al., 2012; Tims et al., 2012).

CONCLUSION

Employees are nowadays more likely to expect that work not only fulfills economic needs but also psychological and social needs (Rosso, Dekas, & Wrzesniewski, 2010). Given these changes in work place, increasing interest in self-efficacy at work, Job Crafting and meaningful work has been emerged more in the Indian context. Employees need to possess the required skills, characteristics and abilities to fulfill their duties and overcome their responsibilities. More specifically, this study was designed to test the relationships between job crafting, occupational self-efficacy and Work meaningfulness on Job Performance. Literature suggests that employees who proactively change aspects of their job (i.e., job crafting) are more likely to exhibit better performance. Further, Earlier studies have found that Occupational self-efficacy directly leads to innovative behavior, career development, organisation commitment and Job performance. Piety Runhaar, Timothy Bednall, Karin Sanders & Huadong Yang (2016) state that occupational self-efficacy play an important role in sustaining innovative behavior. Study

conducted by (ChandanaJayawardena and Ales Gregar (2013) revealed that high levels of Occupational Self Efficacy lead to the career development of elderly employees. In addition, Drach-Zahavy&Erez (2002) indicating that if employees perceive their work as meaningful, it is more likely that they will perform better. Hence focusing on enhancing the self-efficacy of employees, employees who perceive their work as more meaningful and encouraging employees to involve in job crafting shall lead to enhanced performance.

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