

Full Length Research

The effect of Involvement with Job Crafting in Perceived Self-efficacy in Career

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The aim of the study was to investigate whether the Cypriot employees engage in proactive behaviors that help them develop high beliefs of self-efficacy, enjoy high levels of prosperity and performance, changing their attitude towards their work and personal life in general. More specifically, it was investigated whether Job Crafting is helping the Cypriot employees to develop self-efficacy in order to cope with various issues related to their career, and to empower their ability to organize their cognitive, relational and behavioral skills in a single path of action to achieve the targets of their career. The variables used were the three types of Job Crafting (tasks, cognitive and relational changes) and the four factors of Perceived Self-efficacy in Career (career management, career skills, flexibility and creativity at work). The sample consisted of 227 Cypriot employees of the public and private sectors, residents of all provinces of Cyprus, over the age of 25, who electronically completed the Job Crafting Questionnaire (JCQ) (Slemp & Vella-Brodrick, 2013), translated in Greek, the scale of Perceived Self-efficacy in Career (Sidiropoulou-Dimakakou, Mylonas & Argyropoulou, 2015) and their demographic elements. The results of the survey are optimistic, since they have shown that Cypriot workers are engaged in proactive behaviors that help them take an active role in their jobs and gain satisfaction and personal meaning. Of particular interest are the findings that Freelancers and Private Employees are more self-effective and are more concerned with modifying their jobs compared to civil servants, as well as, that employees in managerial positions are more involved with Job Crafting in relation to employees in executive jobs. There was also, a connection between the factors of the two scales.

Key words: Career Management; Career Planning; Career Skills; Job Crafting; Self-efficacy

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INTRODUCTION

The modern world is characterized by intense complexity and constant change and this is particularly true for the job market. Under the new conditions caused by the economic crisis and social instability, the job market no longer offers stable paths on which workers can design their careers (Savickas, 2013). Each person,

in order to interact effectively with others, needs to interpret himself and his actions in his or her own personal way and to identify the basic elements that give him direction in his life (Guichard et al., 2012). His work on these issues is an important developmental project. As a result career development becomes challenging and

needs careful life planning (Savickas et al., 2009). New career prospects require a variety of skills and demand engagement in new experiences, exploitation of work values, challenge management, in-house job satisfaction, intellectuality and workplace understanding. Perceived Self-efficacy in Career and Job Crafting are modern career concepts that offer employees professional stability, a sense of identity, the opportunity to take an active role and be successful in their current jobs. Considering the gap in research data in relation to the studied concepts, the economic and social crisis that Cyprus has experienced in recent years, the investigation of the effect of Job Crafting in Self-Efficiency Career Planning is of particular interest, as it provides useful and quantifiable information regarding the average working person in the country.

The survey explores (a) the extent to which Cypriot employees are engaged in proactive behaviors that help them cope with various issues related to their careers with competence and gain professional stability and success in their jobs; and (b) how positive is the correlation between work, relational and cognitive changes which are the components of Job Crafting, with the personal beliefs, attitudes and behaviors of employees, for the management, career skills, flexibility and creativity in the work are the four factors in the individual career planning.

Perceived Self-efficacy in Career

People with high confidence in their abilities tend to face difficult situations as challenges to overcome rather than as threats to be avoided (Bandura, 1997). Therefore, they try to exercise control over various complicated and hard tasks or situations (Kaliris & Sidiropoulou-Dimakakou, 2012). Perceived self-efficacy in career refers to the beliefs people form in terms of their ability to implement the appropriate actions required to effectively manage various career issues (Sidiropoulou-Dimakakou, Argyropoulou, Drosos, Kaliris, & Mikedaki, 2015). A relatively high degree of self-efficacy in career may strengthen the ability through which cognitive, social and behavioural skills are organized into a single course of action for the achievement of career objectives. Perceived self-efficacy in career highlights four areas of skills related to career exploration: Career Skills, Career Management, Flexibility at Work and Creativity at Work (Sidiropoulou-Dimakakou, Mylonas & Argyropoulou, 2015).

This new variable can be used in career consulting to understand the thinking process and actions of the individual when it comes to career planning, as well as, to create new practices to help the individual develop his own perceived self-efficacy to face challenges related to career planning. (Argyropoulou, Tsikoura & Kaliris, 2017).

JOB CRAFTING

Job Crafting is described as the way employees work through changes in their work activities, their interactions, and the way they think about their work (themselves), to take an active role in their jobs (Tims, Bakker, & Derks, 2012). It is a form of proactive behavior that is guided by the workers themselves and while it encourages the individuals follow a practice in their work to better match their interests and skills so it gives them a personal sense of satisfaction, it is also beneficial for the employers as the employees are more productive. (Slomp & Vella-Brodrick, 2013). Job Crafting promises an effective intervention at the workplace because it requires workers to take a positive role in shaping their experience at work. It recognizes that employees are not formally able to redesign their professions, but there are and will be opportunities within almost every job to improve their experience and assign a personal meaning to their job and thus getting more satisfaction out of it. This applies to even restricted and routine professions. For instance, some employees might be 'active crafters', using a variety of job crafting behaviors, whereas others might be 'passive crafters', not using any job crafting behaviors to any marked extent or just focusing on reducing their job demands (Mauno, Kinnunen, Mäkikangas, & Feldt, 2010). Although the relevant literature on Job Crafting is recent, it is a growing field of research and it keeps researchers' interest undiminished as it is a continuous process that increases performance, reduces stress and increases worker welfare in all positions of work. Even if individuals do not have the flexibility to change their jobs, they can change the way they perceive it.

The Importance of Career Guidance and the development of Career Management Skills for the Employees

The constant changes that occur in the work market create the need for constant support of the individual in order to be able to navigate smoothly through all the stages of his professional development. Joining and remaining on the labor market is a result of a long-term evolutionary path that needs systematic preparation to successfully overcome obstacles and difficulties. The worker is required to take initiatives and show personal responsibility to direct his life and manage his/ her career effectively (Hall 2004. Sidiropoulou-Dimakakou, Argyropoulou, & Drosos, 2013). These conditions make lifelong learning and continuing training essential, for the development of certain skills. Lifelong career management skills refer to multifaceted skills and attitudes which encompass collection, analysis, composition and organization of information about self, education and professions (European Lifelong Guidance Policy Network, 2012). Career management skills (CMS)

are considered highly significant as they may support individuals in taking full advantage of educational and career opportunities, in coping with difficulties in the workplace, and in maintaining balance among various roles at work, education and family, throughout the life span.

In this context, the importance of the role of career counseling is evident. Through organized and systematic efforts it can facilitate the professional development of the individual, his sense of identity and his professional activity (Hirschi, 2012). The counselors themselves ought to have followed up training often enough as well, in order to be able to respond effectively to the demands of modern society and help their clients successfully. Regarding the adult population from which our sample originates, high unemployment rates, migratory flows and various economic and social problems create vulnerable groups in the society and need to be treated professionally. Through the modern methods and techniques of self-efficacy in Job Crafting's career planning, the career counselor can help any person to claim a place in the job market, cultivate the necessary attitudes and behaviors to design and manage his career in the best way possible. In this way, the people themselves take the responsibility of their choices, and they seek to achieve their goals, experiencing a greater sense of meaning in their personal and professional lives (Hirschi, Jaensch & Herrmann, 2017).

Aim of the study and research questions

A cross-sectional survey design was employed in the research. A survey design is used by researchers to numerically describe trends, attitudes or opinions of the population by only studying part of it. The purpose of this type of study is to generalize from a sample to a population so that inferences can be made about the characteristics, attitudes and/or behaviors of the population. This constitutes the major advantage of a survey research design (Creswel, 2009).

In particular, the following research questions were addressed:

1. What is the level of Job Crafting skills of Cypriot workers?
2. How do the Job Crafting skills of Cypriot workers differ under the influence of demographic variables? Is this effect specific to the independent variable under study?
3. What is the level of Perceived Self-efficacy in Career of Cypriot workers, as well as the level of the key factors that it consists of?
4. How is Perceived Self-efficacy in Career affected by the influence of demographic variables? Is this effect specific to the independent variable under study?

5. Is there any correlation between Job Crafting and Perceived Self-efficacy in Career of Cypriot workers?

METHOD

Participants

The sample of the present survey consists of 227 Cypriot employees, of which 149 were women and 78 men. 120 Civil Servants, 77 Private and 30 Freelance Professionals. 190 are dealing with office work and 37 with physical labour. 217 are employed in Specialized and 10 in Unskilled Work. 40 in Management and 187 in Executive positions. The majority is university graduates, live in residential areas and have not changed profession. Different age range is observed. (104 are aged between 25-30 or over 51).

Measures

Crafting Questionnaire Scale. The adjusted Greek form (Shiaelis, 2018) of Job Crafting Questionnaire Scale (JCQ) (Slemp & Vella - Brodrick, 2013) was used to indicate the level of participants in Job Crafting dimensions. The Greek scale consists of 15 items, the same as the original one. Participants responded to each item employing a 6-point Likert-type scale (1 = Almost Never, at 6 = very often). Below, examples of items are given for each sub-scale: *Modification of tasks* (presents the person's ability to introduce or modify tasks in his / her work to better match his / her interests and skills): "Choose to take on additional tasks at work", *modifying perceptions* (refers to changes made by the worker in the way he thinks about his work to give him satisfaction and personal meaning): "Think about the ways in which positively impacts your life", *relationship modification* (refers to the person's ability to establish relationships with people in his workplace who have similar skills and interests): "Make friends with people at work who have similar skills or interests". High reliability is reported in the current study (*modification of tasks*: 0.78, *modifying perceptions*: 0.91, *relationship modification*: 0.80).

Perceived self-efficacy in career. Perceived Self-efficacy in Career Scale (PSECS; Sidiropoulou-Dimakakou et al., 2015) was used to explore career self-efficacy beliefs. The 21-item scale has reached adequate psychometric properties in studies with adults (N = 126) and high school students (N = 276). Four dimensions were supported by exploratory and confirmatory factor analyses (Sidiropoulou-Dimakakou et al., 2016): Career management represents the individual's ability to cope effectively with practical and emotional issues in career (e.g. "I believe I am able to achieve most of the career

goals that I have set for myself despite the current social and economic difficulties”); Career skills relates to the utilization of organizational skills and performance when working under harsh conditions (e.g. “In general, I can think of alternative ways to better organize my work and become more efficient”); Flexibility at work refers to a person’s ability to adapt to transitions and changes that may occur in the workplace (e.g. “Even when duties in my job change, I am able to perform efficiently”); Creativity at work represents active interest in career through creativity and ingenuity (e.g. “Thanks to my resourcefulness, I know how to deal with unexpected situations in my work”). Items are scored on a 5-point Likert-type scale (1 = no confidence at all, 5 = complete confidence). Alpha estimates in this sample were high for the sub-scales (.91, .92, .86, .88).

Demographics. A questionnaire was employed to gather data on gender, age, place of residence, educational level, employment and type of employment. In the category of professional characteristics, the professional situation of the respondents with clarifying questions, related to the sector, the status and the period of their professional activity, is determined.

Procedure

The data collection process was done by the completion of online forms. The data was collected between April and May 2018. The completion of the forms was on a voluntary basis and each individual interested in participating in the survey was presented with an introductory text which guided him through the process. The collection of the data was on a completely anonymous basis; there is no way of knowing the answers to the questions of any particular individual. The only prerequisites were that all participants were Cypriot workers and were 25 years of age or older. Invitations to complete the questionnaire were sent via e-mail and telephone messages. No award was given for participating in this research.

Data Analysis

SPSS V.25 was used to analyze data. Normality of data distribution was confirmed as the quotients of kurtosis and skewness with their corresponding standard errors were less than the number 3.29 (Roussos & Efsthioiu, 2008). Descriptive statistics (mean and standard deviation) and internal consistency estimates (Cronbach’s α) for the scores of the participants at the scales and the sub – scales of the survey were calculated. Comparisons of the scores of Perceived Self-efficacy in Career Scale and Job Crafting Questionnaire dimensions as to the demographic variables (gender,

age, place of residence, educational level, employment and type of employment) were made employing one-way analysis of variance (ANOVA) and the t-criterion method. Correlations among the dimensions of Perceived Self-efficacy in Career Scale and Job Crafting Questionnaire, were computed using the Spearman r Correlation coefficient.

RESULTS

Psychometric Characteristics of the Scales

The internal consistency indices for the four factors separately of the Perceived Self-Efficacy in Career Scale (Sidiropoulou-Dimakakou, Mylonas, & Argyropoulou, 2015) and for the three dimensions of Job Crafting Questionnaire Scale (JCQ) (Slemp & Vella - Brodrick, 2013). Correspondingly were assessed. For the analyses the theoretical structure of the two scales was followed. All reliability indices were satisfactory ranging from 0.78 to 0.92.

Table 1: Reliability estimates for the sub-scales of the survey tools. (Cronbach’s α indices of the subscales used in the survey).

Perceived self-efficacy in Career Questionnaire	Cronbach’s alpha	Number of Items
Career Management	0.911	5
Career Skills	0.921	7
Flexibility at Work	0.864	4
Creativity at Work	0.884	5
Job Crafting Questionnaire (JCQ)		
Task Crafting	0.775	5
Cognitive Crafting	0.906	5
Relational Crafting	0.800	5

Descriptive Statistical Indicators for each factor

For the needs of the analyses the average answers of the participants were calculated in the factors in which scales of Self Efficacy in career planning and JCQ are compounded. The possible width of the values for the 4 factors of Self-Efficiency Scale in Career Planning, was from 1 to 5, and for the 3 dimensions of JCQ Scale, was 1 to 6. Regarding the descriptive statistical indicators for the 7 factors, it is noted that the participants show high scores for all factors. Table 2

Table 2. Descriptive statistical indicators for the sub-scales of the questionnaires

	N	Average	Median	Standard deviation	Minimum value	Maximum value
Career Management	227	3.85	4.00	0.812	1.00	5.00
Career Skills	227	4.02	4.00	0.753	1.00	5.00
Flexibility at Work	227	3.91	4.00	0.810	1.00	5.00
Creativity at Work	227	3.81	4.00	0.770	1.00	5.00
Task Crafting	227	4.15	4.20	0.912	1.60	6.00
Cognitive Crafting	227	4.65	4.80	1.073	1.00	6.00
Relational Crafting	227	4.27	4.20	1.083	1.00	6.00

Table 3: Effect of employee employment on self-efficacy

		SS	Df	MS	F	Sig.
Career Management	Between Groups	4.179	2	2.090	3.235	.041
	Within the Groups	144.688	224	.646		
	Total	148.867	226			
Career Skills	Between Groups	2.378	2	1.189	2.119	.123
	Within the Groups	125.713	224	.561		
	Total	128.092	226			
Flexibility at Work	Between Groups	3.329	2	1.665	2.571	.079
	Within the Groups	145.034	224	.647		
	Total	148.363	226			
Creativity at Work	Between Groups	1.398	2	.699	1.182	.309
	Within the Groups	132.489	224	.591		
	Total	133.887	226			

Table 4: LSD test for Career Management Factor

Employment Sector (I)	Employment sector (J)	M D ((I-J)	Std Error	Sig.
Servant	Private employee	-.21193	.11735	.072
	Freelance	-.36500 [*]	.16405	.027
Private employee	Civil servant	.21193	.11735	.072
	Freelance	-.15307	.17297	.377
Freelance	Civil servant	.36500 [*]	.16405	.027
	Private employee	.15307	.17297	.377

The Impact of the Employment Sector on Perceived Self – Efficacy in Career

In relation to the Impact of the Employment Sector on self-efficacy, the results of the analysis showed a statistically significant difference in the Career Management factor. We went further with Criterion t to identify where the differences are. (Table 3)

The Impact of the Employment Sector on Perceived Self – Efficacy in Career

There was a statistically significant difference between the employees of the public sector and the freelancers.

Freelancers appear to be more proficient in their career challenges. *Table 4*

The Impact of the Employment Sector on the Job Crafting Components

Regarding the impact of the employment sector on the Job Crafting components, there are statistically significant differences between the Task Modification and Modification of Perspectives factors. To find out exactly where these differences lie, we have gone through further scrutiny (One way anova was used, LSD for both factors). *Table 5*

In relation to the function “**Task Crafting**”, there are

Table 5: The Impact of the employment sector on the three job crafting factors

		SS	Df	AS	F	Sig.
Task Crafting	Between Groups	8.386	2	4.193	5.228	.006
	Within the Groups	179.660	224	.802		
	Total	188.046	226			
Cognitive Crafting	Between Groups	8.263	2	4.131	3.674	.027
	Within the Groups	251.864	224	1.124		
	Total	260.126	226			
Relational Crafting	Between Groups	6.126	2	3.063	2.648	.073
	Within the Groups	259.111	224	1.157		
	Total	265.237	226			

Table 6: LSD control for Job crafting factors in relation to the employment sectors

Depended Variable	Employment Sector	Employment sector (J)	MD (I-J)	Std Error	Sig.
Task Crafting	Civil servant	Private employee	-.28773	.13077	.029
		Freelance	-.52833	.18281	.004
	Private employee	Civil servant	.28773	.13077	.029
		Freelance	-.24061	.19275	.213
	Freelance	Civil servant	.52833	.18281	.004
		Private employee	.24061	.19275	.213
Cognitive Crafting	Civil servant	Private employee	-.36284	.15483	.020
		Freelance	-.42500	.21645	.051
	Private employee	Civil servant	.36284	.15483	.020
		Freelance	-.06216	.22822	.786
	Freelance	Civil servant	.42500	.21645	.051
		Private employee	.06216	.22822	.786
Relational Crafting	Civil servant	Private employee	-.23550	.15704	.135
		Freelance	-.46000	.21954	.037
	Private employee	Civil servant	.23550	.15704	.135
		Freelance	-.22450	.23148	.333
	Freelance	Civil servant	.46000	.21954	.037
		Private employee	.22450	.23148	.333

statistically significant differences between public and private employees, and among civil servants and freelancers. Private employees and freelancers devote more time, attention and energy to modify their jobs and take on additional tasks compared to civil servants. In "**Cognitive Crafting**" and "**Relational Crafting**", differences are presented between civil servants and freelancers. Freelancers alter their perceptions of work and their working relationships more easily and to a greater extent than civil servants. Table 6

The effect of the employment type on the components of Job Crafting

There are statistically significant differences between the managerial and executive staff, regarding the impact of the type of employment (3). Managerial staff presents

higher averages for all three factors. It seems that directors are changing their duties, perceptions and relationships in their jobs to a greater extent than employees in executive jobs. Table 7

Differences in correlations among Perceived Self-Efficacy in Career and Job Crafting

Regarding the correlations between Self-Efficacy in Career and Job Crafting, we observe that all indicators are positively correlated, which shows that an increase in the average score of one factor results in an increase in the average score of the other factor. Strong correlations are presented between the factors of the *Self-Efficacy in Career Scale* "Flexibility at Work" and "Career Skills", "Career Management" and "Career Skills", "Flexibility at Work" and "Creativity at Work". In relation to the *Job Crafting Scale*, there is a relatively high positive correlation between the "Change of Perceptions" and

Table 7: Levene's and t-tests for the 3 factors in relation to the type of employment 3

		Levene's Test for Equality of variance		t-test for Equality of Means		
		F	Sig.	T	Df	Sig. (2-tail)
Task Crafting	Equal variance assumed	.825	.365	2.892	225	.004
	Equal variance not assumed			3.016	59.552	.004
Cognitive Crafting	Equal variance assumed	.610	.436	2.547	225	.012
	Equal variance not assumed			2.594	58.020	.012
Relational Crafting	Equal variance assumed	.524	.470	2.245	225	.026
	Equal variance not assumed			2.412	61.659	.019

Table 8: The correlations (affinities) among the 7 factors of the questionnaires

		Career Management	Career Skills	Flexibility at Work	Creativity at Work	Task Crafting	Cognitive Crafting	Relational Crafting
Career Management	pearson correlation	1	.791	.774	.703	.358	.389	.356
Career Skills	pearson correlation	.791	1	.799	.744	.327	.367	.306
Flexibility at Work	pearson correlation	.774	.799	1	.782	.422	.400	.401
Creativity at Work	pearson correlation	.703	.744	.782	1	.409	.381	.440
Task Crafting	pearson correlation	.358	.327	.422	.409	1	.476	.519
Cognitive Crafting	pearson correlation	.389	.367	.400	.381	.476	1	.579
Relational Crafting	pearson correlation	.356	.306	.401	.440	.519	.579	1

“Relationship Modification” factors. There is a moderate correlation between factors of the two questionnaires. The correlation lies between the factors “Creativity at Work” and “Relationship Modification”. There is a low positive correlation between the other factors of the two different tools. Table 8

CONCLUSIONS

The results confirm that Scale Research is a reliable tool. The high scores of all factors in the Perceived Self-Efficacy in Career indicate that Cypriot workers are self-effective in their jobs. An alternative explanation may be

that people who have developed perceived self-efficacy in career behaviors are more likely to hold a job and develop awareness of helpful career management strategies. High scores on all three components of the JCQ Scale show that participants are engaged in preventive behaviors and alter their duties, perceptions and relationships in the workplace. People's personal beliefs about their ability to meet their goals and effectively address different career issues are not attributable to gender (a finding confirmed by scale makers) (Sidiropoulou - Dimakakou, Mylonas, & Argyropoulou, 2015), age, educational level and three types of employment (Physical - Spiritual, Specialized - Unskilled, Managerial - Executive). Changes made by

employees to their jobs are not related to gender, age, educational level and the two types of employment (Physical - Spiritual, Specialized - Unskilled).

Freelancers have a greater ability to adequately address their career, practical or emotional issues. The majority of the sample has not changed a profession, thus we conclude that engaging with Job Crafting is linked to the work commitment. This result is consistent with the literature and related studies (Schaufeli et al. (2002), Mäkikangas A, (2018)), on the basis of which, creating a climate of trust, devotion and emotional bond between workers and the organization (Le Blanc et al. 2007), improves the wellbeing of the employees and at the same time it makes them more productive (Tims, Bakker, & Derks, 2015).

Private employees and freelancers devote more time, attention and energy to modify their jobs and take on additional tasks compared to civil servants. Freelancers alter their perceptions more easily and think that their work has a positive effect on both themselves and the organization. By cognitively putting their work in a wider context, they change the way they perceive the value they attribute to themselves. It seems that they are doing so to gain valuable experience and develop skills, so they can deal with tasks that are challenging, and experience satisfaction and completeness. At this point, the findings are consistent with relevant research, where workers engaged in proactive behaviors strengthen their jobs and improve their performance and well-being by taking on more challenges rather than reducing expectations (Gordon et al , 2015).

Freelancers modify their working relationships to a greater extent than public servants. Therefore, they increase their initiative and create a collaborative network that allows them to expand their knowledge and develop skills by exchanging views and creating new ideas and opportunities. Perhaps this finding is due to the fact that freelancers have more freedom in their jobs than civil servants, as well as more incentives, because social networking and increased returns are directly related to their income. Employees in managerial positions, modify their duties, thinking, and relationships in the work place to a greater extent than employees in executive jobs. The results confirm that Job Crafting is related to the position in the hierarchy, and they agree with the relevant bibliography, which states that the employees in high-ranking jobs feel the need to modify their work with the ultimate goal being their personal satisfaction (Berg, Wrzesniewski and Dutton, 2010).

In relation to the correlations of the Perceived Self-Efficacy in Career, the easier the Cypriot workers adapt to the transitions in their work, the better the organization and the execution of a job by themselves. When they are more proficient in their career issues, they develop more skills related to better organization and execution of a job. The easier they adapt to transitions and changes at work,

the more resourceful and creative they are. With regard to the correlations of the Job Crafting Scale, Cypriot workers with a great capacity for cognitive change also have greater ability to establish relationships with people from their workplace. The correlation between the factors of the two questionnaires, Creativity at Work and Relationship Modification, shows that Cypriot employees who have great inventiveness and creativity also have the ability to establish relationships with people from their workplace that allow them to create a social network and public relations, but there is a low positive correlation between the other factors of the Self-Efficacy Scale in Career Planning and the other dimensions of Job Crafting.

Regarding the limitations of the survey, sample size ($n = 227$) is limited and there is a need for further research. It was not possible to check the representativeness of the sample. The two concepts have not been examined over time, thus it can't be argued that High Self-Efficacy in Career Designing results in a high degree of engagement with Job Crafting or, conversely, that Job Crafting is a factor in mobilizing Self-Efficacy in Career. The method of collecting the Sample does not allow generalization of the results. The findings apply only to populations with characteristics similar to those in the Study Sample.

Practical Implementation of Research

The results of this study are expected to be used as research data for the impact of Job Crafting and self-efficiency of career planning of Cypriot workers. They can also be used by business consultants for relevant surveys with more or different demographic variables that may give a clearer picture of how employees are involved in preventative behaviors. They could also be useful for the Cypriot state, since they showed that civil servants are not so self-efficient and do not engage in Job Crafting as opposed to workers in other sectors. Furthermore, high unemployment rates, migratory flows and various economic and social problems create vulnerable groups of our fellow citizens and need to be addressed professionally. Competent bodies may wish to carry out further investigations and, if generalized, to create structures to empower both civil servants for the benefit of both themselves and the state as an employer as well as vulnerable groups, cultural diversity. Finding through research that workers engaged in proactive attitudes are boosting their jobs and improving their performance and well-being by raising challenges rather than lowering demands, gives optimistic messages. Confirm that a professional assessment from a guidance counselor can help any person to claim a position in the job market, cultivate attitudes and behaviors to plan and manage his/her career in the best possible way.

Regarding future research the concepts under consideration, based on:

- The total of the economically active population of Cyprus,
- National culture and cultural diversity,
- Benefits for both employees and organizations,
- Other variables that are directly related to employees and organizations, such as income, stress, etc., Different ways of collecting the data.

Considering today's reality, a large number of people working in Cyprus are foreigners and another is unemployed. Conducting surveys on the whole of the economically active population of Cyprus will provide relevant and perhaps more interesting information regarding professional counseling. It would be of certain academic interest to conduct research both in Cyprus and abroad to check whether there are differences between the concepts under consideration based on national culture and cultural diversity.

Research into the concepts of self-efficacy and engagement with Job Crafting could be conducted to explore the benefits for both workers and organizations.

Carrying out research on the same topic in a different way, such as personal interviews, would improve the validity of the results. Electronic compilation of information may be flawed. Surveys that include other variables that are directly related to workers and organizations, such as income, stress, etc., may give a clearer picture of how Cypriot workers are involved in preventive behaviors.

Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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