

Perceived Organizational Support and Self-Efficacy among IT employees: Examining the Mediating Role of Job Crafting and the Moderating Effect of Job Complexity

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Abstract: **Purpose:** This study aims to understand the relationship between perceived organizational support and self-efficacy, and also to understand whether job crafting serves as a mediator and the effect of job complexity as a moderator. The research highlights how support from the organization helps employees change the meaning, tasks, and their relationship with the job, which makes them feel confident in a complex work environment. A recent report by Bain and NASSCOM emphasized that by 2047, the service sector in India, which is largely fueled by the information technology (IT) and information technology-enabled services (ITES) industry, is estimated to contribute close to 60% of India's GDP (BS Reporter, 2025). The IT field is chosen as the context for the study because it is claimed that people constitute a core determinant of output in knowledge-intensive work contexts. IT employees operate within a fast-changing, dynamic, and rapidly innovating environment.

Design/methodology/approach: Academic databases, including Google Scholar, EBSCO, and ProQuest, were utilized to conduct the initial research. The literature review focuses on perceived organizational support, self-efficacy, and their mediation through job crafting, as well as the moderated effect on job complexity. A quantitative study was conducted among a heterogeneous sample of employees working in the Information Technology Sector, with a total sample size $n = 374$. The data were analyzed using SPSS software.

Practical implications: The organization should provide support to employees and help them craft their job roles, which will increase their confidence and ability. Additionally, job complexity should be managed well to enhance performance. i.e., excessive complexity may negatively impact performance.

Outcomes: The study found that perceived organizational support (POS) has a positive impact on self-efficacy (SE). Job crafting (JC) strongly mediated the relationship between perceived organizational support and self-efficacy. Job complexity moderates the relationship between job crafting and self-efficacy. Thus, the research highlights that overall supportive environment, proactive job crafting, and manageable job complexity enhance the confidence and belief of employees

Originality/value: This paper contributes to the literature by highlighting how perceived organizational support has a positive effect on employee self-efficacy through job crafting as a mediating factor, and how job complexity moderates these relationships

Keywords: perceived organizational support, job crafting, job complexity, self-efficacy

1. INTRODUCTION

In today's dynamic work environment, employees are expected to adapt to changing work demands, underscoring the significance of self-efficacy as a crucial psychological resource for both well-being and performance (Bandura, 1997). The authors Eisenberger et al. (1986) linked performance to employees' perceptions of their organization. If an organization values its employees' contributions and cares about them, then the employees' performance improves. Existing literature reviews highlight the positive relationship between perceived organizational support and positive work outcomes, but the pathway through which employees achieve self-efficacy remains underexplored.

One such process or potential pathway is job crafting, which can increase employees' self-efficacy. Employees feel supported, which enables them to tailor their work to their interests and strengths, thereby enhancing their confidence and competencies (Tims et al., 2012). However, these benefits may differ depending on the level of complexity. It may either offer an opportunity or limit the employee's growth (Bai et al., 2021). Thus, the present study investigates the relationship between perceived organizational support and self-efficacy, with job crafting as mediator and the moderating effect of job complexity. The findings will help us understand how supporting organizations contribute to building employee confidence.

2. LITERATURE REVIEW AND A BRIEF JUSTIFICATION OF THE PROPOSED RESEARCH PROJECT

Perceived organizational support and self-efficacy

H1: Perceived organizational support is positively associated with self-efficacy
Eisenberger et al. (1986) first introduced the

concept of perceived organizational support, emphasizing that POS indicates the degree to which the company is committed to its employees, which in turn affects workers' attitudes and actions, ultimately influencing the organization's overall effectiveness. Imran et al. (2020) investigated the relationship between perceived organizational support and work engagement, concluding that perceived organizational support enhances work engagement through the mediating effects of employee thriving and flourishing. Lambersky (2016) highlights that a principal's leadership style or behavior directly influences teachers' self-efficacy, morale, stress, and commitment; specifically, supportive leadership enhances self-efficacy, commitment, and morale, while reducing stress. Furthermore, Perera, Aboagye, and Ogbu (2022) examined the relationship between organizational support and self-efficacy during the COVID-19 pandemics. Their study highlighted that employees' self-efficacy is enhanced if they receive organizational support through clear communication, resources, and flexibility. Peng et al. (2023) suggested that future research can be conducted on self-efficacy, treating it as an important psychological resource. Thus, based on the above literature, we conclude that few studies have been conducted to understand the relationship between job crafting and self-efficacy. We can hypothesize that:

H1: Perceived organizational support is positively associated with self-efficacy

Perceived organizational support and job crafting

Perceived Organizational Support (POS) refers to an employee's overall perception that their organization recognizes their valuable input and genuinely cares about their needs. Additionally, according to researchers (Ahmed et al., 2015; Riggle, Edmondson, & Hansen,

2009), employee satisfaction at the workplace increases once they feel supported by their organization. Wrzesniewski and Dutton (2001), first introduced the term "job crafting," defining it as "the physical and cognitive modifications individuals make to the cognitive task or relational boundaries of their work". Tims, Bakker, and Derks (2012) defined job crafting as a self-initiated alteration made by the employee in their job demands and job resources to enhance and achieve their individual goal. Furthermore, Cheng and Yi (2018) concluded that employees who engage in job crafting experience higher satisfaction and lower burnout when they feel the organization supports them. The influence of perceived organizational support as a potential antecedent to job crafting has not been extensively explored (Kim et al., 2018). According to Park et al. (2020), further research is needed to investigate the relationship between job crafting and perceived organizational support (POS). Thus, we propose that

H2: Perceived organizational support is positively associated with job crafting

Job crafting and self-efficacy

Self-efficacy refers to the optimistic self-belief in one's own competencies. Self-efficacy refers to a person's confidence in their ability to carry out activities required to accomplish particular success achievements (Bandura, 1977, 1986, 1997). Lambersky (2016) highlights that a principal's leadership style or behavior directly influences teachers' self-efficacy, morale, stress, and commitment; specifically, supportive leadership enhances self-efficacy, commitment, and morale, while reducing stress. Wickramasinghe and Mallawaarachchi (2022) found that organizational support, including managerial support, Collaboration opportunities, clear

communication and direction, and psychological well-being initiatives, are key factors influencing the development of self-efficacy among employees. Tims, Bakker, and Derks (2014) have concluded that self-efficacy leads to job crafting, but they have suggested that a future study be conducted to investigate the reciprocal relationship between job crafting and self-efficacy. van den Heuvel et al. (2015) stated that future research is required to understand the impact of job crafting on self-efficacy across various organizational contexts. Thus, we hypothesize that:

H3: Job crafting has a positive effect on self-efficacy

Job crafting mediates the relationship between perceived organizational support and self-efficacy

Eisenberger et al. (1986) define perceived organizational support as the employees' perception that their contributions are valued and that they are cared about and concerned about their well-being. Job crafting refers to employees making alterations to their tasks, relationships, and perceptions (Wrzesniewski & Dutton, 2001). Authors Robledo, Zappalà, and Topa (2019) observed how job crafting mediated the relationship between work engagement and both performance and flourishing. Future Uçar and Kerse (2022) examined the relationship between perceived organizational support and job performance, with job crafting as a mediating factor. Also, Aldabbas, Pinnington, and Lahrech (2023) concluded that when employees feel supported by their organization then their creativity enhances, especially when mediated with work engagement, but they emphasized that future research is required where other psychological mechanisms like job crafting can be used as mediators to understand the relationship between perceived organization

support and individual outcome. Future scope direction is also provided by Caesens, Stinglhamber, and Ohana (2016), who highlight the need to understand the relationship between perceived organizational support and other well-being components, as well as the role of mediators and other variables. In research, self-efficacy is recognized as a crucial component of psychological well-being (Bandura, 1997). Thus, we hypothesize as:

H4: Job crafting will mediate the relationship between perceived organizational support and self-efficacy

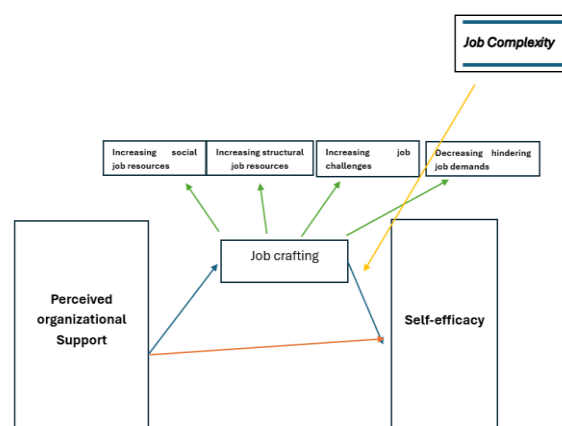
Job complexity moderates the relationship between job crafting and self-efficacy

According to Bai, Tian, and Liu (2021), job complexity means performing multiple challenging tasks that require continuous thinking and creative problem-solving. Wood, Mento, and Locke (1987) conducted research to understand the relationship between goal setting and performance when mediated by job complexity, concluding that for simple tasks, goal setting is high when mediated by job complexity. Vila-Vázquez, Castro-Casal, and Álvarez-Pérez (2020) examined the relationship between leader-member exchange and creativity, when mediated through work engagement and moderated by job complexity. They concluded that employees with better relationships with their leaders are more engaged, which in turn leads to greater creativity. Creativity in the future is enhanced only when job complexity increases. Wood et al. (1987) highlighted the need for further research on other real-world jobs; therefore, information technology respondents are considered for this study. Vila-Vázquez et al. (2020) reported that future research is required, where job complexity should be considered as a moderator in conjunction with other individual and organizational contexts. Bai et al. (2021) stated that further study is

required to investigate the role of job complexity as a moderator in relation to other job or personal resources. From the above literature, we can understand that job complexity is studied, but with other variables, not as a moderator between job crafting and self-efficacy. Thus, we hypothesize that:

H5: Job complexity moderates the relationship between job crafting and self-efficacy.

Conceptual framework:



3. METHODOLOGY RESEARCH DESIGN

An empirical approach was adopted for the research, which helped to examine the relationship between perceived organizational support, job crafting, job complexity and self-efficacy.

Sampling:

A convenient sampling method was used to collect the data from Information Technology professionals

Participants

A total of 374 employees from the Information Technology organization participated in the study. The sample consisted of 46 % male respondents and 56% female respondents.

Measures

Job crafting was measured using items from the Job Crafting Scale developed by Tims et al. (2012), which has a reliability of 0.70 (Cronbach's alpha) for all four dimensions of

job crafting. This measuring scale includes four sub-dimensions of job crafting: increasing structural job resources, increasing social job resources, increasing challenging job demands, and decreasing hindering job demands. Increasing structural job resources, increasing social job resources, and increasing challenging job demands each have five items, while decreasing hindering job demands utilizes six items. This measure contains twenty-one items, all of which are scored on a five-point Likert scale, ranging from 1 (never) to 5 (often). Perceived organizational support was measured using Eisenberger et al. (1986) scale. Responses will be measured on a five-point Likert scale, ranging from 1 (strongly

Sig.	ANO VA					
.000 ^b		Sum of Squares	df	Mean Square	F	
	1	Regression	8068.753	1	8068.753	304.960
		Residual	9842.509	372	26.458	
		Total	17911.262	373		

disagree) to 5 (strongly agree). The employee's self-efficacy belief levels will be measured using eight items from a new general self-efficacy scale (Chen, Gully, & Eden, 2001), which has a reliability of 0.86 (Cronbach's alpha). This measure is scored on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The job complexity will be measured using Chen, Gully & Eden (2001) scale. Responses will be measured on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Perceived organizational support will be converted into 5 5-point Likert scales based on the findings of Dawes (2008), where using the 5-point Likert scale will not impact the data analysis, and will help in maintaining consistency, and will be simple

for the respondents.

4. DATA ANALYSIS

Perceived organizational support and self-efficacy

A simple linear regression was used to understand the relationship between perceived organizational support and self-efficacy.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.671 ^a	.450	.449	5.14377
a. Predictors: (Constant), Total_POS				

Since $R = 0.671$, it indicates a strong positive relationship between perceived organizational support and self-efficacy. Since the value is above 0.60, hence a strong relationship among the variables. $R^2 = 0.45$, i.e., perceived organizational support explains 45% of the variability in self-efficacy. This further means that when employees receive support from their organization, they feel more confident

The ANOVA results indicate that $F = 304.960$ and $\text{Sig.} = 0.000$ ($p < 0.001$), so we can conclude that, since the p-value is less than 0.05 at 95% confidence level, we can confirm that the regression model is statistically significant.

We shall reject the null hypothesis and accept the alternative one that perceived organizational support is positively associated with job crafting

Perceived organizational support and job crafting:

A linear regression model was used to understand the impact of perceived organizational support on job crafting

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.613 ^a	.376	.374	12.92708
a. Predictors: (Constant), Total_POS				

The value of $R = 0.613$, which means a strong positive relation between POS and JC. The value of $R^2 = 0.376$, i.e., perceived organizational support, explains 37% of the

variability in job crafting. This further means that when employees receive support from their organization, they feel confident to alter their tasks and relationships at work.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37474.079	1	37474.079	224.249	.000 ^b
	Residual	62164.704	372	167.109		
	Total	99638.783	373			

From the above table, we can interpret that since the p-value is 0.00, which is less than 0.05 at a 95% level of confidence, we can say that there is a positive relationship between perceived organizational support and job crafting.

Hence, we reject the null hypothesis and

accept the alternative hypothesis that perceived organizational support is positively associated with job crafting

Job crafting and self-efficacy

To understand the relationship between job crafting and self-efficacy, a simple linear regression was conducted on SPSS.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.565 ^a	.319	.317	5.72566
a. Predictors: (Constant), Total_JC				

From the above table we can interpret that R value is 0.565

The value of $R = 0.565$ shows a moderate positive relationship between job crafting and self-efficacy among IT employees. The R-squared value of 0.319 indicates that 31.9% of the variance in self-efficacy is explained by job crafting. The results indicate that job crafting

impacts employees' self-efficacy at work, i.e., job crafting leads to enhanced employees' belief and confidence.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5715.919	1	5715.919	174.355	.000 ^b
	Residual	12195.343	372	32.783		
	Total	17911.262	373			

From the table above, we can interpret that since the p-value is 0.00, which is less than 0.05 at a 95% level of confidence, we can conclude that there is a positive relationship between job crafting and self-efficacy. Hence, we reject the null hypothesis and accept the alternative hypothesis that job crafting has a positive effect on self-efficacy

Job crafting mediates the relationship between perceived organizational support and self-

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.699 ^a	.488	.485	4.97104
a. Predictors: (Constant), Total_JC, Total_POS				

The table above helps summarize the combined effect of perceived organizational support and job crafting on self-efficacy. The reported R value is 0.699, indicating a strong positive relationship between the predictors (POS & JC) and self-efficacy. The R² value is 0.488, indicating that 48.8% of the variance in self-efficacy is explained jointly by perceived organizational support and job crafting. There is an improvement in the variations explained as compared to the individual models above. Thus, this provides statistical evidence that job crafting mediates the relationship between perceived organizational support and self-efficacy

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	8743.391	2	4371.695	176.911	.000 ^b
Residual	9167.871	371	24.711		
Total	17911.262	373			
a. Dependent Variable: Total_SE					
b. Predictors: (Constant), Total_JC, Total_POS					

The above ANOVA table shows that the model is statistically fit since the F value is 176.911 with (2,371) degrees of freedom, and the P value is 0.00, which is less than 0.05 with a 95% confidence level. Thus, we argue that job crafting serves as a mediator between perceived organizational support and self-efficacy. Hence, we reject the null hypothesis and accept the alternative hypothesis i.e., Job crafting will mediate the relationship between perceived organizational support and self-efficacy

Job complexity moderates the relationship between job crafting and self-efficacy

Before testing, the moderation job crafting and job complexity were mean-centered. This was done to remove the multicollinearity. Later interaction term was created. For the analysis, hierarchical regression is performed by entering the main effects and then the interaction term. This will help us understand whether job

complexity serves as a moderator between job crafting and self-efficacy.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Total_JocCOm	374	3.00	15.00	10.5989	2.64314
Total_JC	374	21.00	105.00	72.3877	16.34405
Valid N (listwise)	374				

10.598

The total mean for total job complexity is The total mean for total job Crafting is 72.387

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.581 ^a	.337	.334	5.65626
2	.603 ^b	.364	.359	5.54855
a. Predictors: (Constant), JobComp_Centered, JC_Centered				
b. Predictors: (Constant), JobComp_Centered, JC_Centered, JCxJobCom				

Hierarchical regression was conducted to examine whether job complexity moderates the relationship between job crafting and self-efficacy. In the 1st model, the main effects of job crafting centered and job complexity accounted for 33.7% of the variance in self-

efficacy. In the second model, the interaction between job crafting and job complexity was added, resulting in an increase in variance to 36.4%. Thus, this increase confirms that job complexity moderates between job crafting and self-efficacy.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.732	.292		105.075	.000
	JC_Centered	.216	.019	.509	11.131	.000
	JobComp_Centered	.383	.120	.146	3.191	.002
2	(Constant)	31.070	.299		103.764	.000
	JC_Centered	.213	.019	.502	11.191	.000
	JobComp_Centered	.294	.120	.112	2.451	.015
	JCxJobCom	-.021	.005	-.168	-3.943	.000
a. Dependent Variable: Total_SE						

From the above table, we can interpret that the significance value is less than 0.05 at a 95% confidence level. Hence, we reject the null

hypothesis and accept the alternative hypothesis that Job complexity moderates the relationship between job crafting and self. Efficacy.

5. FINDING

Perceived organizational support has a positive impact on self-efficacy. Job crafting is impacted by perceived organizational support, i.e, employees who receive support from the organization are likely to engage in job crafting. If the organization supports its employees on a regular basis, then their confidence and belief are enhanced. Job crafting mediates the relationship between perceived organizational support and self-efficacy. The finding also indicates that job complexity mediates the relationship between job crafting and self-efficacy.

6. CONCLUSION

The study aimed to investigate the relationship between perceived organizational support, job crafting, job complexity, and self-efficacy. The study highlighted that perceived organizational support plays an important role in enhancing self-efficacy. A supportive organizational environment encourages employees to craft their jobs, to modify their tasks and relationships at work. Additionally, managing job complexity helps strengthen these relationships.

7. FUTURE SCOPE

The present study was conducted among information technology professionals; hence, applying the same model with different industries and cultural contexts can be considered. To establish cause-and-effect relationships, longitudinal studies can be undertaken. Other variables, such as leadership style, work engagement, and thriving, can be used as moderators or mediators in future research. Future studies can also focus on individual dimensions of job crafting and their relationship with job complexity and self-efficacy.

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