Building Organizational Resilience in Higher Education Institutions: The Role of Mindfulness, Job Crafting, and Trust

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This study aims to explore the impact of mindfulness on organizational resilience, focusing on the mediating role of job crafting and the moderating role of trust in the organization. By examining these relationships, the research seeks to provide actionable insights into how individual and organizational factors interact to enhance resilience in educational institutions viz. universities. The purpose of this research is, thus, to examine (1) the relationship between 'mindfulness' and 'organizational resilience' through 'job crafting' and (2) the moderating role of 'trust in organization' in this relationship. The study employs a cross-sectional moderated mediation model. Data of this research was obtained from 24 higher education institutions in Türkiye. Findings confirmed the mediating role of 'job-crafting' and moderating role of 'trust in organization' and suggest that 'mindfulness' and 'job-crafting' are desirable traits that higher education leaders would like to improve in their academic staff. Findings also suggest that 'trust in organization' strengthens the positive link between 'mindfulness' and 'job crafting' and that the barriers to developing increased resilience in organizations can be overcome easily when employees develop themselves via job-crafting during quiet and predictable times as well as in times of crises. This study has significant implications for recruitment processes and training programs or workshops with a caution that costly mindfulness interventions may also turn out to be useless if leaders fail to cultivate trust in the organization.

Introduction

In today's complex, dynamic, high-tech, and interconnected environment, all institutions are exposed to disruptions that risk the execution of their essential functions. To recover from disruptions and mitigate the adverse effects of those disruptions, institutions should adopt a proactive approach to risk management and resilience-building. Since the outbreak of Covid-19 pandemic, containment measures and following lock-downs, institutional resilience has become an increasingly important collective competence in the higher education sector. The ability of institutions to withstand disruptions through adaptation, maintain continuity of their essential operations, and emerge stronger from adversity has become more important than ever to successfully navigate a crisis. With increasing vulnerability presented by frequent disruptions and increasing inter-connectedness of modern-day organizations, organizational resilience has become an issue of paramount concern. Parents, students, and communities are increasingly demanding resilient educational institutions which can overcome all sorts of obstacles and challenges that can be faced in

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times of adversity and instability. Leaders are more anxious than ever to ensure that their organizations are prepared not only for the crises they can foresee but also for those they cannot anticipate. To effectively address this concern, this study aims to examine the potential factors that may enhance organizational resilience in higher education institutions by proposing a relationship between some potential constructs (i.e., mindfulness' 'trust', and 'job-crafting'). Although there are plenty of studies investigating the nature of resilient organizations in the face of a crisis and how they address vulnerabilities across their operations (Cotta & Salvador, 2020; Hillmann & Guenther, 2021; Hollands et al., 2024; McManus et al., 2008), to the knowledge of the authors, a little is known about the employee-level factors which potentially explain organizational resilience (Tang et al., 2023) and the process where employee 'mindfulness' (Buranapin et al., 2023) and 'job-crafting' (Kuntz et al., 2016) may contribute to organizational resilience. Surprisingly, even less is known about the way 'trust in organization' may contribute to 'organizational resilience' (Karman, 2020; Otola et al., 2023). This study, thus, attempts to contribute to the literature by introducing a facilitated resilience management process to achieve improved organizational resilience in higher education institutions. It is proposed that (1) organizational resilience can be achieved through 'mindfulness' and 'job crafting' and (2) 'trust in the organization' plays a significant moderating role in this relationship.

Theoretical background

Mindfulness is defined as "receptive attention to and awareness of present events and experiences" (Brown et al., 2007, p. 212). It empowers individuals to consciously regulate their emotions and cognitive processes by directing and sustaining attention, fostering a deeper awareness of the present moment. This enhanced focus allows for the efficient allocation of cognitive resources, enabling employees to respond adaptively to workplace demands and challenges (Buranapin et al., 2023; Good et al., 2016). Job crafting, on the other hand, can be described as "the physical and cognitive changes individuals make in the task or relational boundaries of their work" (Wrzesniewski & Dutton, 2001, p. 179) that will allow them to obtain more options and outcomes while increasing the organization's chance to make sensible choices among the available alternatives (Akgün & Keskin, 2014). Fulmer and Gelfan (2012) defined trust in an organization at the individual level as "a psychological state comprising willingness to accept vulnerability based on positive expectations of a specific other or others in the organization" (Fulmer & Gelfand, 2012, p. 1174). Hillmann & Guenther (2021) define organizational resilience as "the ability of an organization to maintain its functions and recover fast from adversity by mobilizing and accessing the resources needed" (p.31).

Hypothesis Development and Conceptual Framework

Figure 1 presents the conceptual model illustrating the relationships among the studied variables and the proposed hypotheses. Based on this conceptual model, we propose that combined with mindful choices of employees, job crafting may potentially create a solid path to an increased organizational resilience particularly in environments where perceived trust within the organization is high.
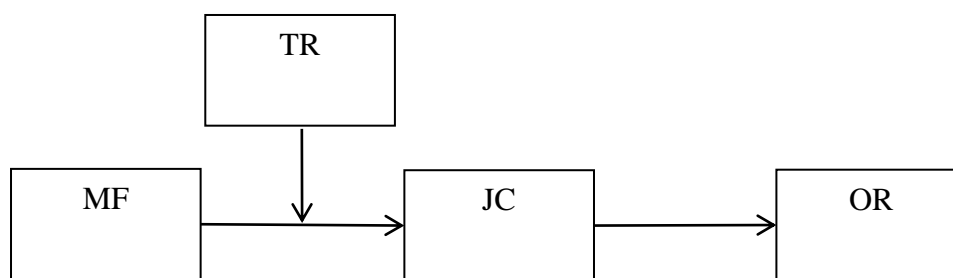
Figure 1. The moderated mediation conceptual model.

Mediating role of job-crafting

In science, resilience refers to "the ability of materials to return to their original form following their de-formation" (Sheffi, 2005, p.13). It relates to the ability of systems to absorb external disturbances or recover from a sudden shock by a positive adjustment and remain functional (Walker et al., 2006). Organizational resilience is key to better adapt, withstand, and recover from disruptions, challenges, or crises. In times of instability and adversity, such as economic downturns, natural disasters, or pandemics, organizational resilience becomes crucial for not only surviving but also thriving. In circumstances where there are no clear cues or established procedures for how to deal with to a particular challenge, job crafting allows employees to own their own work by making adjustments that help them cope and thrive (Ghitulescu, 2013; McManus et al., 2008; Petrou et al., 2018). As mindful employees maintain a more 'de-centered' approach on stressful events, they recover quickly from stressful experiences, and maintain a positive attitude (Lee et al., 2021) and they are better prepared to cope with the problems by remaining focused at work and engaging more in job-crafting (Hur et al., 2024). Petrou et al. (2018, p.131) defines job crafting as "self-initiated employee behaviors targeted at seeking resources (i.e., asking manager or colleagues for advice), seeking challenges (i.e., asking more responsibilities), and reducing demands (i.e., alleviating emotionally, mentally, or physically demanding job aspects)". So, job crafters can react to disturbances better by approaching problems from novel and diverse perspectives, leveraging opportunities and delivering sustainable performance outcomes (Ding et al., 2015; Petrou et al., 2018). Thus, the feeding loop between mindfulness and job-crafting behavior may facilitate the solution generating process while enhancing organizational resilience. Institutional resilience may also be described as the ability of an institution to manage its core competences, vulnerabilities, and adaptive capacity to cope with the uncertainties of its environment. As such, mindfulness can contribute to organizational resilience in three different ways: (1) by increasing the organizational awareness to detect its operating environment, its wider community and its own resources and competencies thoroughly; (2) by identifying the vulnerabilities, constraints, the potential threats (3) by managing and prioritizing available resources to the best advantage (McManus et al., 2008).

Organizational resilience develops over time by developing flexible processes, promoting competences, restoring efficacy, maintaining operational redundancies, and encouraging growth of employees (Cotto & Salvador, 2020; Hillmann & Guenther, 2021; Tang et al, 2023). A key obstacle to this process is the rigidity of thinking and a lack of innovativeness. Yet, mindfulness can facilitate this process by developing greater awareness of organizational needs and challenges. As widely stated, employees actively participate in shaping organizational design through their behaviors, decisions, and contributions (Bell & Staw, 1989). On many occasions, they proactively engage in crafting their jobs by changing their task boundaries, developing new skills, and granting themselves more autonomy (Petrou et

al., 2018). So, job-crafting can be considered as one of the most significant enablers of resilience practices as it allows employees to explore appropriate and innovative solutions to new challenges.

From the lenses of conservation of resources (COR) theory, we can propose that job crafting allows organizations increase their resilience capacity to confront and manage the turbulence and enables companies to increase their resilience capacity with their employee foresight and pro-activity (Cullen et al., 2014; Demerouti et al., 2021; Walk & Handy, 2018). Hobfoll (1989) asserts that employees strive to preserve their valued resources when they perceive any threat. Yet, perceiving this threat requires a serious process of sense-making that can be achieved only through mindfulness. As mindful employees are more able to manage their fears and concerns associated with adversity and mitigate the negative effects of uncertainty, they can display higher levels of job-crafting in times of crisis (Chen & Eyoun, 2021). Mindfulness is also critical to the development of some responsive capabilities (e.g., prioritizing tasks) (Hur et al., 2024). As postulated by resource-gain spiral (RGS) theory within the COR frame, one resource may lead to the attainment of another one (Hobfoll, 1989). Consistent with this line of thinking, we can argue that mindfulness contributes to job-crafting by making employees focused more on overcoming hardship rather than the hardship itself (Verplanken & Fisher, 2014). Moreover, by investing on their individual resources (e.g., knowledge, confidence) (Bakker et al., 2007; Baker et al., 2023), job crafters can cope more effectively with the problems (Hakanen et al., 2017; Kim & Beheer, 2020; Kira et al., 2010), thereby contributing more to the organizational resilience. Thus, drawing on the theories of COR and RGS, we can argue that mindfulness might cause employees to use and diversify their repertoire of strategies to deal with change and crisis, eventually contributing to overall organizational resilience (Lee et al., 2021). Hence, the mediation hypothesis below is suggested:

H1. Job-crafting mediates the relationship between employee mindfulness and institutional resilience.

Moderating role of 'trust'

The Job Demands-Resources (JD-R) theory (Bakker & Demerouti, 2018) explains how working conditions influence employees and how employees can influence their working conditions and posits that every job has specific demands (e.g., workload, pressure) and resources (e.g., support, trust, autonomy) that influence employee well-being, performance, and organizational outcomes. Thus, from the perspective of the **JD-R theory**, trust in the organization is a critical job resource that enhances employees' other personal resources, such as job crafting (Harju et al., 2021). This also aligns with the Resource Gains Spiral (RGS) notion in Conservation of Resources (COR) theory (Salanova et al., 2010) which suggests that resources (i.e. trust) tend to accumulate and reinforce one another (i.e. job crafting).

Researchers have found that employees tend to utilize their individual resources to craft their jobs more when they feel safe and supported (Çiftçioğlu, 2015; Hoy et al, 2006; Kmieciak, 2021).Because job crafting involves stepping outside of one's formal job duties, trying new approaches, or taking on additional responsibilities, it cannot be achieved with a lack of trust. Furthermore, it is apparent that people are more likely to take these risks when they trust that their efforts will be recognized and supported rather than criticized or penalized. Theory of planned behavior (TPB) (Ajzen, 1985) provides essential insights to job crafting behavior and can explain the moderating role of 'trust in organization' on 'mindfulness' and 'job-crafting'

association. According to TPB, people's perceptions of efficacy and expectations about the outcomes of a certain behavior has an impact on intentions and individuals' intentions have an impact on their behaviors (Costantini et al., 2022). Therefore, when individuals craft their jobs, they are greatly affected by their work environment as their work environment shapes their perceptions and expectations. Even though job crafting is initiated by organizational members, organizational resources and support play a significant role in fostering or hindering those types of behaviors among employees (Wrzesniewski & Dutton, 2001). Considering that 'trust in organization' are some forms of organizational resource, we argue that the TPB explains how individuals' behavior is influenced by 'trust in organization'.

Trust promotes inquiry and dialogue, increases information-sharing among the organization members, and facilitates teamwork wherein employees share a common goal that is in sync with the organization's interests, which in turn enhances employees' job-crafting capabilities by recursively encouraging employees to mobilize their resources to better respond to the demands of new situations. Employees who have a trust in their organizations are likely to be more successful in adapting to the new demands of the fast-changing organizational work processes; confront more effectively with difficult situations; and overcome stress or any hardship by coping more flexibly with excessive workload (i.e., job-crafting) (Kim & Beehr, 2021; Son & Lee, 2023). However, when they feel low levels of 'trust in organization', employees are more likely to fail in making necessary adjustments to balance changing job demands with individual or organizational resources and become less willing to participate in job-crafting in a way to help organizations successfully navigate a crisis. Therefore, the same level of employee mindfulness may result in high levels of job-crafting if employees perceive high levels of 'trust in organization'. Therefore, it is proposed that employee mindfulness is strongly associated with job-crafting in the presence of high levels of trust in their organizations.

H2. 'Trust in the organization' moderates the relationship between mindfulness and job crafting, such that this relationship is weaker when the perceived level of trust is low.

Moderated mediation role of trust

Resilience capacity is a multi-stage collective competence which develops over time, from the activities, and interactions of individuals within the organization (Gröschke et al., 2022) and mostly depends on an organization's capability to integrate its core practices with "employee responses" successfully during a crisis (Li et al., 2021). Research indicates that institutional support has a positive relationship with organizational resilience (Prayag et al., 2023), more specifically the results obtained from the empirical study indicate a moderate positive relationship between trust and organizational resilience of the high-growth enterprises (Otola et al, 2023). 'Trust in organization' motivates and helps employees acquire the desired skills to confront work-related problems with more responsibility (Srivastava & Pathak, 2020) and enables mindful employees to contribute to organizational resilience by providing them with the personal resources necessary for job crafting. Trust in organization enhances organizational resilience by reinforcing the impact of mindfulness on job-crafting. Specifically, 'trust in organization' is essential for employees to contribute to institution's capability to manage its core competences, vulnerabilities, and adaptive capacity to cope with the uncertainties of its environment (i.e., organizational resilience). Therefore, positive association between mindfulness, job crafting, and organizational resilience is intensified when people feel higher levels of 'trust' towards their institution. 'Trust in organization' foster job-crafting by building up people's confidence and motivation for job-crafting which

in turn, enhances the ability of the institution to absorb unexpected changes or recover from crises by a positive adjustment (Karman, 2020; Meijerink et al., 2020).

Research investigating the relationship between supportive organizational sources and job crafting behavior from a COR perspective emphasizes the effect of 'trust in organization' in enhancing employers' job crafting behavior (Kim & Beehr, 2018; Son & Lee, 2023). 'Trust in organization' is essential for employees to proactively contribute organizational resilience. By improving dedication of employees to their organizations and providing them with organizational resources necessary for job crafting (Shin & Hur, 2021), organizations become more resilient. As such, we proposed that the link between mindfulness, job crafting, and organizational resilience should be more profound if followers perceive higher levels of 'trust in organization'. Hence, we introduce the following moderation hypothesis:

H3. 'Trust in the organization' moderates the mediated relationship between mindfulness and organizational resilience through job crafting, such that the mediated relationship is stronger when perceived trust in the organization is high.

Method

This research proposed a cross-sectional moderated mediation survey model to examine how employee mindfulness affects organizational resilience, and how the effects of mindfulness on job crafting is contingent upon trust in organization.

Sampling and participants

The survey was administered to the academics of state and private universities in Türkiye. In accordance with the EU acquis, a 3-stage Regional Statistical Unit Classification (with Level 1 and Level 2 covering the regions-12 regions and 26 sub-regions respectively- and Level 3 covering the cities) was established in Türkiye in 2002 by Turkish Statistical Institute (TSI) based on the NUTS criteria (Taş, 2006). As the population of our study was academics working in Turkish Higher education sector, NUTS-Level 1 classification was employed to randomly chose one state university (a total of 12 state universities) and one private university (a total of 12 private universities) located in these regions. This selection ended up with a total of 24 universities all over Türkiye.

Data collection

After the approval of the ethics committee which was provided by Bahçeşehir University with the decision numbered E-85646034-604.01-76746, online survey invitations were sent to academics in the participant universities. Invitation mails included the online survey link and an informed consent form. Confidentiality and voluntary participation was guaranteed. Data gathered from 548 academicians during March 2024.

A total of 548 academicians, all working in Turkish Higher Education sector participated voluntarily in this study had a mean age of 38.86 (SD=10.87), age ranging from 20 to 69 years. Among 548 participants, 325 (59%) were females and 223 (41%). Concerning the type of employment contract, 422 (77%) were working full-time and 126 (23%) part-time. Regarding seniority in the institution, 203 (37%) have been working there for less than 5 years, 108 (20%) between 5 and 10 years, and 237 (43%) for more than 10 years. As for the type of university, 335 (61%) were working in the private and 213 (39%) were in state universities. Regarding marital status, 219 (40%) were single, divorced, or widowed and 329

(60%) were married or co-habiting. As for children, 289 (53%) were with children and 259 (47%) had no children.

Instruments

The online survey consisted of two main sections. The first section contained general demographic information such as years of experience, specialization, gender, age, and the type of employment contract. The second section contained Likert-type scale items of five different scales (mindfulness, job-crafting, organizational resilience, and trust in organization).

Mindful Attention Awareness Scale (MAAS)

This scale was developed by Brown & Ryan (2003) and translated into Turkish by Özyeşil et al. (2012). MAAS is a 15-item, a single dimension, and six-point Likert type scale that measures the tendency of people to be aware of and attentive to immediate experiences and ongoing events (e.g. "I drive places on "automatic pilot" and then wonder why I went there"). A higher total score suggests higher levels of mindfulness. The Cronbach's alpha internal consistency coefficient calculated for the reliability of the scale was .80. The confirmatory factor analysis results (χ^2/df = 2.086, RMSEA = .06, SRMR = .06, GFI = .93, AGFI = .91) indicate that the scale demonstrates acceptable factor validity.

Job Crafting Scale (JCS)

This scale was developed by Tims et al. (2012) and translated into Turkish by Çetin et al (2021). It is a 21-item, four-factor, five-point Likert type scale that measures employees' levels of job crafting. The scale consists of four factors: "increasing structural job resources (5 items), decreasing hindering job demands (6 items), increasing social job resources (5-items), and increasing challenging job demands (5 items)" (Tims et al., 2012). The Cronbach's alpha internal consistency coefficient calculated for the reliability of the scale was .863. The confirmatory factor analysis results (χ^2/sd=2.852, RMSEA = .055, CFI= .925, TLI= .913)) indicate that the scale demonstrates acceptable factor validity.

Organizational Resilience Scale (ORS)

ORS was developed by Wicker et al. (2013) and adapted into Turkish by Çoban Kumbalı (2018). It was measured using a 4-factor, 21-item and 5-point Likert-type scale. A total of five items were generated for each of the following properties: robustness (e.g., withstanding stress without losing focus), redundancy (e.g., re-allocate resources when needed), and rapidity (e.g., adapt quickly to changing circumstances). Six items were developed for the 'resourcefulness' property (e.g., mobilize resources during unexpected events). The Cronbach's alpha internal consistency coefficient calculated for the reliability of robustness, resourcefulness, redundancy, and rapidity scales were .937, .813, .846, and .919 respectively. The confirmatory factor analysis results (χ^2/sd= 2.52, RMSEA = .07, CFI= .98, GFI= .85) indicate that the scale demonstrates acceptable factor validity.

Trust in Organization Scale (TOS)

TOS was developed by Islamoğlu et al. (2007). TOS is originally a five-point Likert type scale which was composed of ten factors. The scale originally assesses the construct of 'trust' with 36 items in total. This study applies the short form of the scale which contains 10

items (one item for each factor). A higher total score expresses high levels of trust in the organization. The Cronbach's alpha internal consistency coefficient calculated for the reliability of the scale was .9538.

Data analysis

Preliminary analyses such as data screening for missing values, outliers, tests of Normality, Multi-Collinearity were performed through SPSS 24.0. Then, the reliability was calculated through Cronbach alpha. Convergent and discriminant validity were used to assess the construct validity. Confirmatory Factor Analysis (CFA) was performed to assess the acceptability of the proposed measurement model. Hayes et al. (2017) SPSS Process Macro Model was used for mediation, moderation, and moderated mediation analysis. A relationship was stated as significant when the 95% confidence interval (CI) does not contain zero, with a bootstrap procedure based on 5000 re-sampling.

Results

This section includes preliminary analysis, reliability and validity results of the scales, measurement model, structural model, mediation analysis, moderation analysis, and moderated mediation analysis.

Preliminary analysis

Results of the preliminary analysis were reported in Table 1. No missing values were detected in the data set. As reported in Table 1, no issues regarding univariate normality arose as the absolute values of skewness and kurtosis were not more than 1.5 (Tabachnick & Fidell, 2013). We checked for multivariate outliers through Mahalanobis distance. The analysis revealed two multivariate outliers yielding a final sample size of 546. Hair et al. (2010) proposes to employ tolerance and Variance Inflation Factor (VIF) for multicollinearity problems. The problem of multicollinearity did not exist among the independent variables because all tolerance values were above the cut-off value .10 (min= .61) and all VIF values were below 5 (max=1.48). To confirm the absence of multicollinearity problem, Pearson's correlation was also calculated as it was suggested by Kline (2011) to see if there are any correlations between variables with values of .85 and above. As can be seen in Table 1, correlations that ranged between .09 - .32 were far below the yardstick, therefore, we concluded that there was no problem of multicollinearity in this study.

Table 1. Results of preliminary analysis

	Mean	SD	Skewness	Kurtosis	1	2	3	4	TOL	VIF
1.MF	3.51	.79	- .36	- .16	-				.73	1.36
2.JC	3.21	.48	- .58	- .28	.15*	-			.85	1.16
3.TR	4.18	.15	1.28	- .14	.09*	.19*	-		.61	1.48
4.OR	3,46	.38	- .72	1.55	.12*	.32*	.21*	-		

Notes: *: significant at p=.05.

Results show that respondents exhibited reasonably high levels of mindfulness (3.51), job crafting (3.21). Results also show that respondents perceived reasonably high levels of organizational resilience (3.46) and trust in organization (4.18). Moreover, the findings indicated significant correlations among variables in the suggested directions.

Reliability and validity results

According to eligibility criteria as suggested by Fornell and Larcker (1981), the results reported in Table 2 provide sufficient support for the reliability and validity of scales used in this study. Reliability was assessed through Cronbach alpha (α) and construct validity was assessed through convergent and discriminant validity. In our analysis, Cronbach's Alpha for each construct was above the threshold limit of .70, indicating that our data fit the eligibility criteria for scale reliability. The convergent validity for each construct was estimated via average variance extracted (AVE) and composite reliability (CR). Findings reported in Table 2 demonstrated that the values of AVE were above the threshold value of .50 and the values of CR were above threshold limit of .70, thereby supporting adequate evidence for the convergent validity of constructs (Hair et al., 2010). Lastly, the discriminant validity was verified using Maximum Shared Square variance (MSV), which should be less than the corresponding AVE. Additionally, all diagonal values were found to be higher than the off-diagonal values in the correlation matrix, verifying that all constructs had adequate discriminant validity (Hair et al., 2010).

Table 2. Scale reliability and validity.

	Items	α	AVE	MSV	CR
1.MF	15	.78	.68	.37	.83
2.JC	21	.86	.61	.23	.81
3.OR	21	.81	.59	.27	.78
4.TR	10	.71	.52	.18	.74

Measurement model results

SPSS AMOS 28 was utilized to perform a CFA to confirm the measurement model. Model-fit measures, including c^2/df, GFI, CFI, TLI, and RMSEA, were used to evaluate the overall goodness of fit for the model. The results of the CFA 5-factor measurement model fit indices ($\chi 2$ /df = 2.898; GFI = .941, CFI = .917; TLI = .908; RMSEA = .051) indicated an acceptable fit (see Table 3) according to cut off values as recommended by Hu and Bentler (1999). According to Hu and Bentler (1999), a model is considered an good fit when CMIN/DF is between 1 and 3, and acceptable when CFI, GFI, and TLI are above .90, and RMSEA is below .08.

Table 3. Fit statistics of a measurement model

Model	$\chi 2$ /df	GFI	CFI	TLI	RMSEA
Four factor model MF, JC, OR, TR	2.898	.941	.917	.908	.051
Three factor model MF + JC, OR, TR	1.877	.832	.826	.829	.067
Two factor model MF + JC + OR, TR	2.067	.748	.739	.745	.076
One factor model MF + JC + OR+TR	5.776	.657	.641	.605	.098

Mediation analysis

Process Macro Model (Hayes, 2017) was used to understand if job crafting mediated the relationship between mindfulness and organizational resilience. As illustrated in Figure 2, mindfulness demonstrated a significant mediated relationship with organizational resilience through job crafting (mediation index: β = .16, [.05, .15]), supporting H1. Additionally, mindfulness showed a significant overall association with organizational resilience (c-path, β = .42, [.17, .38]), while the direct pathway (c'-path, β = .26, [- .05, .09]) was non-significant

(see Figure 1). These findings indicate that the link between mindfulness and organizational resilience was fully mediated by job crafting.
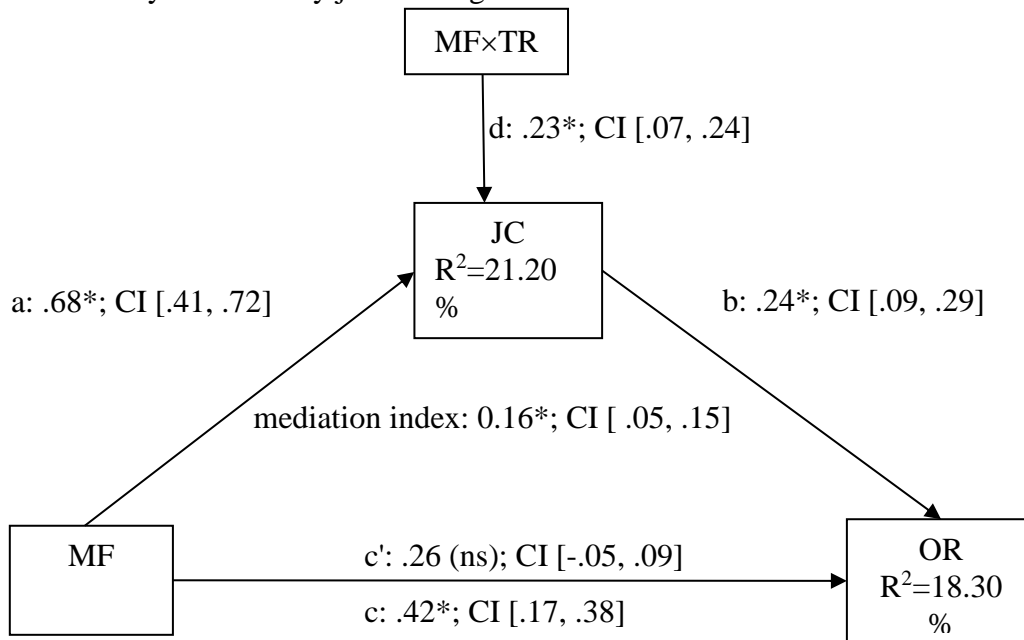

Figure 2. The moderated mediation model.

Moderation analysis

Conditional Process Macro Model was performed to analyze the moderating role of 'trust in organization' on the relationship between mindfulness and job crafting (H2). A significant interaction (mindfulness × trust) on job crafting was found (path d: moderation index β= .23, [.07, .24]), thus validating H2. As predicted, the results indicate that 'trust in organization' significantly moderated the relationship between mindfulness and job crafting. Furthermore, as revealed in Table 5, the relationship between mindfulness and job crafting was more pronounced when high levels of 'trust' exists in organization (high: β= .65, [.33, .61]), compared to moderate level (mean: β= .47, [.25, .42]) and lower level of trust presence (low: β= .25, [.14, .35])
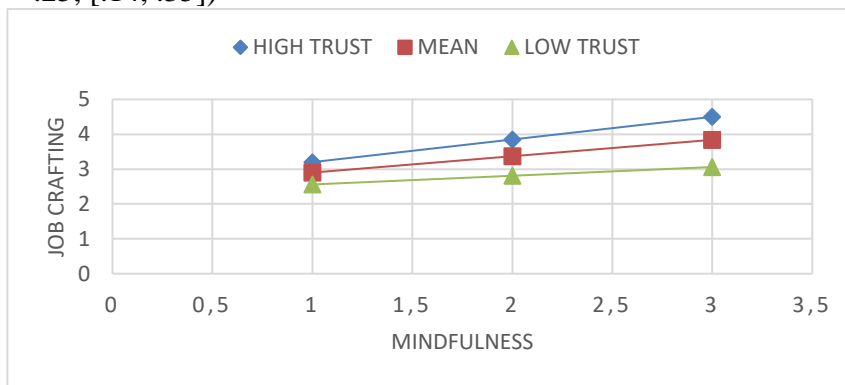

Figure 3. Interaction of mindfulness and trust on job craft

Moderated mediation analysis

Results showed that 'trust in organization' moderates the relationship between mindfulness and organizational resilience through job crafting (*Moderated Mediation Index* β=.11, [.03, .10]) supporting moderated mediation of 'trust in organization'(H3). It was

revealed that this indirect effect was strengthened in the presence of high levels of 'trust in organization' (high: β= .17, [.06, .20]; mean: β = .15, [.04, .12]; low: β =.14, [.03, .11]).

Table 4. Relationship between MF and OR through JC at different levels of TR

Moderating Variable (TR)	β	LLCI (95%)	ULCI (95%)	Conclusion
TR$_{high}$	.17	.06	.20	Significant
TR$_{mean}$	.15	.04	.12	Significant
TR$_{low}$	.14	.03	.11	Significant
Index of Moderated Mediation				
TR	.11	.03	.10	Significant

Discussion and Conclusions

This study was conducted to clarify how employee mindfulness may affect organizational resilience, and how this relationship might be contingent upon 'trust in organization' as it may foster employees' job-crafting behaviors. Drawing on the Theory of Planned Behavior (TPB), which posits that behavior (e.g., job crafting) is primarily driven by individuals' beliefs (e.g., trust) about the potential outcomes of that behavior (Ajzen, 1985); Conservation of Resources (COR) theory, which suggests that certain resources are amplified when employees experience high levels of trust (Hobfoll, 1989); and the Job Demands-Resources (JD-R) theory, which asserts that job resources initiate a motivational process that enhances organizational performance (Bakker & Demerouti, 2018), we proposed that 'trust in organization' strengthens organizational resilience by amplifying the influence of employee mindfulness on job crafting, while mindfulness fosters organizational resilience by positively shaping employee job-crafting behavior.

Our results align with the earlier research that states that mindfulness (as a major job resource) trigger the job crafting (i.e., acquisition of another job resource) (Hur et al, 2024, Irfan et al., 2023), and organizational resilience (Buranapin et al., 2023). Furthermore, the moderating role of 'trust in organization' is also in line with prior findings suggesting that 'trust in organization' enhances organizational resilience by strengthening the organization adaptive capacity through job-crafting (Karman, 2020; Otola et al., 2023).

Theoretical implications

This study contributes to the existing literature by illustrating how an improved employee mindfulness leads to improved organizational resilience by leveraging both individual and organizational level resources effectively to address challenges and capitalize on opportunities during times of adversity. First, only a limited number of studies have previously tested the link between employees' mindfulness and institutional resilience and even fewer studies tested the mediating and moderating effects that might play a role in that relationship. Our findings indicate that job-crafting is an important mediator in this relationship, and this mediation is contingent upon 'trust in organization'. It is important because integrating moderators in the mediating processes helps us extend our understanding by better addressing how and why questions.

Second, findings reveal that mindfulness and job-crafting are important individual-level organizational resilience practices which contribute to organizational resilience during turbulent times. Mindfulness allows employees to remain focused on at the face of a threat,

thereby help them regain a sense of control and proactively craft their jobs in a way to contribute organizational resilience during turbulent times (Irfan et al., 2023). Our results offer insights into how to enhance job crafting behavior in employees to make the organization more resilient to the occurrences of disruptions, because the barriers to developing increased resilience in organizations can be overcome easily when mindful employees develop themselves via job-crafting.

Third, this research is one of the first to associate the characteristics of employees to institutional resilience by disentangling the interplay between 'mindfulness' and 'trust in organization'. Moreover, this research helps to increase the knowledge of organizational resilience practices (i.e. ability to recover from disruptions) by proving that 'trust in organization' strengthens the link between mindfulness and job crafting.

Fourth, borrowing from COR theory and taking an employee driven approach to working, our study takes 'job crafting' as a mediator and 'trust in organization' as a moderator in the mindfulness–organizational resilience relationship, and puts the resource-building processes at the heart of all organizational processes to achieve positive organizational outcomes. Job crafting requires creativity, flexibility, proactiveness, and attention which can be fostered through mindfulness and can be intensified only in the presence of some organizational resources like 'trust in organization'. This corroborates both Resource-Gain Spiral (RGS) theory within the COR framework, suggesting that employees' personal resources can be enhanced when they are surrounded by positive environmental resources and Theory of Planned Behavior (TPB) theory, suggesting that the primary driver of behavior is individuals' beliefs related to potential outcomes of that behavior (Ajzen, 1985).

Practical Implications

Results of this study suggest that mindfulness and job-crafting are desirable traits that organizational leaders would like to improve in employees, especially during turbulent times. Findings suggest that identifying and focusing on potential crafters who have the potential to change their work when the need arises may lead to improved organizational resilience. The findings also suggest that the barriers to developing increased resilience in organizations can be overcome easily when employees develop themselves via job-crafting during quiet and predictable times as well as in times of crises. Thus, this study has significant implications for recruitment processes. Furthermore, organizations may consider devising training programs or workshops that cultivate mindfulness in their employees (Chen & Eyoun, 2021).

Findings of this study implies that fostering mindfulness interventions pays off well if employees in the organization feel high levels of trust to their organizations. This can be realized by devising and implementing high-impact human resources management (HRM) systems and policies that foster trust in organizations. When combined with mindfulness interventions, high-impact HRM systems and policies may function as safeguards against disruptors and contribute to organizational resilience by providing employees with sustained resources (Hur et al., 2024). Nevertheless, our findings suggest that costly mindfulness interventions may prove ineffective if leaders fail to foster trust within the organization. To fully realize the performance benefits of mindfulness practices, organizational leaders must prioritize cultivating trust. In other words, organizations aiming to achieve resilience by enhancing employee job-crafting should understand that the effectiveness of mindfulness on job-crafting depends significantly on the level of trust perceived by individuals. The impact of mindfulness on job-crafting is more pronounced when employees experience higher levels of

trust in the organization. However, given the potentially high costs associated with mindfulness programs, these initiatives should be implemented thoughtfully and with caution. Limitations and Recommendations

Firstly, we acknowledge that there might be variables other than the 'trust in organization' that moderate the mindfulness–job crafting relationship (e.g. organizational climate) (Shahbaz & Parker, 2022). Furthermore, job crafting may not always produce positive results (Berg et al., 2013). It can even be risky when done poorly and its effect may depend on many different factors. First and foremost, job-crafting relies on the management's or the manager's performance in managing the process properly in synch with the organizational aims (Loghmani et al., 2024). While a good leadership may curtail the opportunistic individual behaviors that may lead to job crafting conducive to negative work outcomes, 'high team orientation' might potentially promote the advantages job crafting and arbitrate any conflicts that may lead to poor job crafting. So, we suggest future studies investigate the moderating role of other potential individual (i.e., team orientation or organizational connectedness) and organizational constructs (i.e., type of leadership, development of organizational transactive memory system, institutional incentive) to extend our understanding of how mindfulness may foster or hinder organizational resilience. Thus, 'trust in organization' may not be the most viable moderator in this relationship. To determine which variables are more stimulating in this relationship, future research may assess the moderating effects of various variables and compare their relative roles.

Second, we recommend the use of a longitudinal moderated mediation model, which assesses mindfulness, job-crafting, and organizational resilience at varying times, to better analyze the causality between the variables.

Third, as we focused on the higher education sector, we should be careful when generalizing our results beyond higher education (e.g. the gender and age characteristics of our data should be taken into consideration). Furthermore, it is highly likely that the impact of mindfulness on improved organizational resilience might be triggered by completely different mechanisms in different sectors.

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Declarations