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RESEARCH ARTICLE

Shaping Organizational Change: The Impact of Organizational Support and Job Crafting

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Abstract

Keyword

This study investigates the mediating role of job crafting in the relationship between perceived organizational support (POS) and resistance to change (RTC) among employees in the Turkish private sector. Drawing upon Social Exchange Theory and Self-Regulation Theory, the research proposes that when employees perceive high levels of organizational support, they are more likely to engage in job crafting behaviors—specifically task, relational, and cognitive crafting—which in turn reduce their resistance to organizational change. Data were collected from 202 employees through validated survey instruments and analyzed using structural equation modeling. The findings confirm that POS is negatively associated with RTC and positively related to all three dimensions of job crafting. Moreover, job crafting significantly mediates the relationship between POS and RTC, highlighting its critical role as a proactive strategy for adaptation during organizational change. The results provide both theoretical and practical implications by emphasizing the value of supportive environments and proactive employee behavior in managing change effectively.

Perceived
Organizational
Support, Job
Crafting,
Resistance to
Change,
Organizational
Change

1. INTRODUCTION

Due to increasing complexity and uncertainty in their operating environments, organizational change has become a vital part of organizations across sectors. Despite the necessity and importance of change, only about 30% of change initiatives are successful (Aiken & Keller, 2009), leading academicians and practitioners to continue searching for ways to improve this statistic (King and Anderson, 1995; Elias, 2009). Regarding barriers to change, literature highlights that managers must

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recognize employees as vital agents in determining the success of the implementation of change (Oreg et al., 2011; Vakola et al., 2020). Previous studies show that the successful implementation of change depends on the degree to which employees cope with, respond to, and support changes that affect their roles in the organization (Griffin et al., 2007). It is therefore not surprising that the dominant topic investigated under the subject of organizational change is resistance to change (RTC) (Cutcher, 2009, Oreg et al., 2011). RTC, defined as commitment to the current state (Armenakis et. al, 1999), is regarded as a critical factor for the success or failure of change implementation (Armenakis et. al, 1993; Piderit, 2000). Although there is an extensive literature probing the factors influencing RTC (Peccei et al., 2011), there is a gap in understanding how specific organizational factors can help reduce resistance, such as perceived organizational support (POS) and job redesign.

POS refers to generalized perception of employees toward the extent to which their organizations' care about their contribution and well-being (Eisenberger et al., 1990). Meta-analytic reviews (Rhoades and Einsenber, 2002; Riggle, Edmonson and Hansen, 2009) demonstrated that POS is related to attitudinal outcomes such as affective organizational commitment, job satisfaction. However, the relationship between POS and RTC is not fully clarified (Greasley et al., 2009). Clarification of this relationship can be crucial to predict the success of organizational change (Ming-Chu and Meng-Hsiu, 2015) because the psychological states and perceptions of employees significantly affect employee reactions to change (Caldwell et al., 2004; Herold et al., 2007; Shin et al., 2012).

On the other hand, the transformation in working life, which has been caused by the global competition and knowledge economy (Sekiguchi et al., 2014), required job design theory to be reframed through the considerations on flexibility, team-working, interdependence and integration (Cullinane, 2013). Thus, the traditional top-down job design approach has been replaced by the new understanding of bottom-up approach. This bottom-up approach is initiated through proactive behaviour of employees (Berg et al., 2010) which is called as job crafting (Wrzesniewski and Dutton, 2001). In this respect, recent studies have pointed to the importance of employee behaviors, particularly proactive behaviors like job crafting, in shaping employees' responses to change (Bakker et al., 2012; Wrzesniewski & Dutton, 2001). Even though antecedents of job crafting are not fully understood (Bakker et al., 2012; Lyons, 2008), there are studies showing that POS is positively related with job crafting (e.g. Kanten et. al. 2020). Also, literature highlights that job crafting can be expected to occur more during change as a self-regulating and adaptation behaviour considering the stressful workplace caused by change process (Smollan & Morrison, 2019). Thus, job crafting can be expected to influence RTC.

Overall, based on Social Exchange Theory (SET) (Blau, 1964) and Self-Regulation Theory (Bandura, 1991), this study aims to examine the relationship between POS and Resistance to Change RTC through job crafting and its subdimensions. Specifically, it seeks to understand whether employees who feel supported by their organization are more likely to engage in job crafting behaviors, thereby diminishing their resistance to change in order not to hinder the change process. Understanding whether subdimensions of job crafting serve as pathways to ease embrace change may provide new

insights academicians and practitioners to demystify through which ways employees can be supported to decrease RTC.

Based on the identified gaps and insights from the literature, this paper addresses the following research questions:

RQ1: *To what extent POS is related to RTC?*

RQ2: *Does job crafting mediate the relationship between POS and RTC of employees?*

2. CONCEPTUAL FRAMEWORK

To address the research questions, this study develops a conceptual model that integrates the relationships among POS, job crafting, its subdimensions: task crafting, relational crafting, and cognitive crafting, and RTC.

To answer research questions, this article examines relevant academic literature, develops hypotheses, and proposes the following conceptual model that integrates the relationship between POS, job crafting, and RTC. In this regard, it empirically tests the hypotheses using survey data of private sector employees in Turkey, a context that offers a relevant setting due to its dynamic economic conditions, increasing globalization, and frequent organizational transformations (e.g. World Bank, 2024; Altay, 2024).

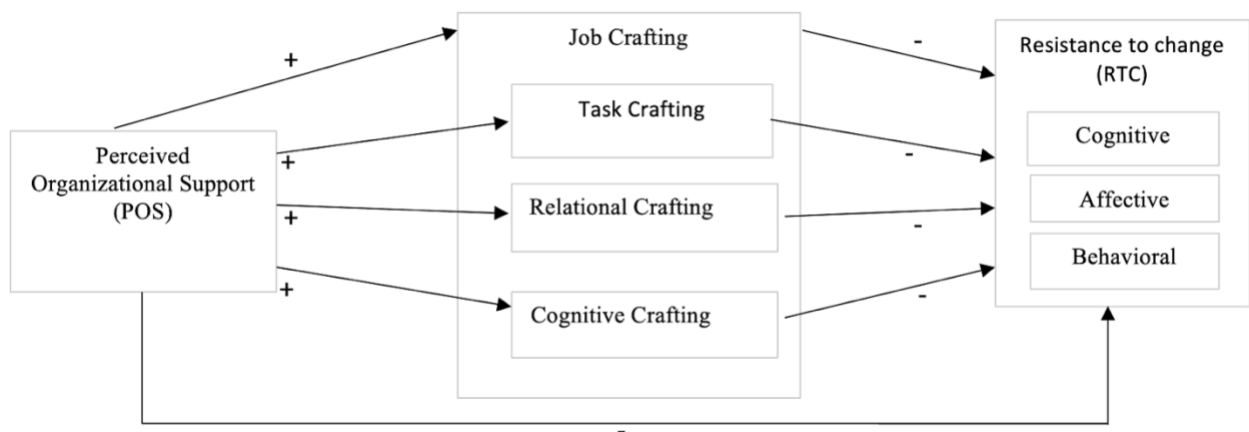


Figure 1: Conceptual Research Model

3. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

3.1. Perceived Organizational Support and Resistance to Change

Organizational change can occur because of internal and external forces and be planned or unplanned (Engemann, Engemann and Scott, 2022). Independent of the cause of change, employees feel uncertainty, anxiety, and stress during change process (Lang et. al, 2011). American Psychological Association for Organizational Excellence reported that change in organizations cause employees to experience work-life conflict, feel cynical towards co-workers, increase food-intake or smoking habits. Therefore, it is important to provide a positive work environment during times of change. In this regard, Perceived Organizational Support (POS) contributes to employees' adaptation to change. POS is a well-research concept that stands for the extent to which employees feel that their organization cares about their well-being and values their contribution to the organization (Eisenberger et al., 1990). On this basis, Eby et al. (2000) showed that there is a significant relationship between organizational support and readiness for change. Also, Weber and Weber (2001) and Madsen et. al (2005) found out that a higher degree of support in the work environment enhances readiness for change. Hence, it is not surprising that RTC has been observed to be decreased by increasing POS (Armenakis et al., 1993, Rafferty and Simons, 2006). Drawing upon the perceived organizational support theory, when members perceive organizational support, they will believe that their organization concerns them (Self et al., 2007), and thus organizational members regard the organizational changes as needed to be applied (French et al., 2004). Thus, in the existence of perceived organizational support, organizational members may reduce their anxiety and resistance about moving to an uncertain future (Cummings & Worley, 2009). Besides, SET (Blau, 1964) is used to explain the relationship between employee and organization. The study of Eisenberger et al. (1986), based on SET, suggests that as a way to respond to perceived organizational support, employees feel more obliged to contribute to their organizations' prosperity and help their organization to achieve its goals. Overall, Yu and Frenkel (2013) posit that perceived organizational support has positive consequences including reducing unwanted behavior of the employees. Therefore, from the perspective of SET, it can be expected that employees' RTC, which poses an obstacle for the achievement of change, can be prevented by perceived organizational support. Under the light of these arguments, the following hypothesis was proposed.

H1: POS is negatively related to RTC.

3.2. Job Crafting

In contrast to top-down approach, jobs are not only designed by organizations according to the prespecified requirements but are also actively redesigned by their holders (Niessen et. Al, 2016). The process of shaping jobs so that tasks, social interactions and signification better suit an individual's needs, abilities and preferences is called job crafting (Wrzesniewski and Dutton, 2001). In other words, job crafting is a process of employees' proactive behaviors to change the boundaries of their jobs (Wrzesniewski and Dutton, 2001). According to job crafting perspective suggested by Wrzesniewski and Dutton (2001) job crafting has three different facets, which are not mutually exclusive (Wrzesniewski et. al, 2013), namely task crafting, relational crafting and cognitive crafting. Therefore, it is important to approach job crafting by looking at each of its three facets individually (Wrzesniewski and Dutton, 2001) (e.g. Niessen et. al, (2016). In this study, the perspective of Niessen et. al (2016) on job crafting is embraced. Firstly, they follow the conceptualization of Wrzesniewski and Dutton (2001), which considers cognitive crafting as a sub dimension of job crafting unlike Tims

et. al (2012). Secondly, Niessen et al. (2016) approach job crafting by focusing on the self-oriented nature of the behaviour which is important in this study in order to distinguish job crafting behaviour from other proactive behaviours such as seeking feedback.

3.3. Perceived Organizational Support and Job Crafting

Job crafting has received increased attention in organizational research (Niessen et al., 2016) due to its importance both for employees and organizations considering its positive outcomes including job satisfaction, work engagement, innovativeness, and adaptability (Berg et al., 2013). Therefore, there are many studies to present the antecedents of job crafting (Kanten, 2014). They have found out that job crafting is influenced by individual and contextual factors (Li et al., 2014) such as person-job fit, self-efficacy and job characteristics (Kirkendall, 2013; Tims and Bakker, 2010; Tims et al., 2014). Considering the contextual factors, POS can be approached as one of the antecedents of job crafting as an organizational factor (e.g. Kanten, 2014). As it is previously defined, POS is the extent to which employees' feel an organization values their work contributions, as well as cares about their well-being (Eisenberger et al., 1990). Employees' perception of organizational support in the form of caring, comfort, sympathy and encouragement creates positive emotions and enhances their creativity (Shantz et. al, 2014), increase attachment (Hobfoll *et al.*, 2003; Okun and Lockwood, 2003) and commitment (Gupta et. al, 2016) to the organization, and improves work performance (Vatankhah et. al, 2017). Previous studies have attempted to explain positive relationship between POS and job crafting behavior through several theories including Fredrickson's broaden-and-build theory (2001) (e.g. Madrid *et al.*, 2016), and conservation of resources theory (COR) (eg. Tims et. al, 2012). In this study, it is drawn on SET that employees tend to repay such positive treatment, POS, they receive from the organization by performing voluntary behaviors benefiting the organization such as proactive behaviors (Caesens *et al.*, 2016). Thus, this study considers POS as a contextual level predictor of job crafting such that POS is expected to be positively related to job crafting and its three subdimensions.

H2: *POS is positively related with job crafting (composite measure)*

H2a: *POS is positively related with task crafting*

H2b: *POS is positively related with relational crafting*

H2c: *POS is positively related with cognitive crafting*

3.4. Job Crafting and Resistance to Change

Job crafting is a type of proactive work behavior that enables employees to adapt to new work demands by changing aspects of their responsibilities and perceptions at work (Berg et. al, 2010; Griffin et. al, 2007). As job crafting tends to occur in situations when individuals try to make sense of their work roles (Weick, 1995), it is very likely to occur during organizational change as a result of increased pressures on employees to find meaning again in their changing job (Berg et al., 2013). In this manner, Petrou et al. (2018) define job crafting behavior as a strategy of dealing with new and threatening situations effectively through regulating one's work environment. Therefore, job crafting has been recognized as a strategy facilitating adaptation to organizational change (Petrou et al., 2018). On the other hand, the literature on organizational change suggests that need for control is an important factor for the reaction of change recipients (Oreg et al., 2011). In this regard, employees

experiencing changes in their work may attempt to engage in behaviours aiming to regain the control of their job, such as job crafting (Wrzesniewski & Dutton, 2001). All in all, engagement in job crafting behaviour can be expected to occur during organizational change (Wrzesniewski & Dutton, 2001). As it is important for organizations to understand and alter the attitudes of their employees toward change, it can be meaningful to recognize if subdimensions of job crafting, which are task crafting, relational crafting and cognitive crafting, differ in terms of influencing the RTC. Self-regulation theory (Bandura, 1991) posits that individuals monitor changes according to the nature of the events and respond according to self-regulation characteristics largely determined by basic psychological needs, either for human connection or situation control. Drawing on this theory, it can be firstly considered that employees may respond to change event through different job crafting behaviors, regarding subdimensions of job crafting, since organizational change may affect the different dimensions of the work such as hierarchical position or quality of work. Secondly, employees may prefer to craft their job through one specific job crafting sub dimension since they consider that kind of job crafting as more achievable during the change process. To illustrate, employees who prioritize control over their tasks may engage more in task crafting, whereas those valuing interpersonal connections may be more inclined toward relational crafting. Employees seeking meaning and purpose during disruptive change may turn to cognitive crafting. Therefore, job crafting and its sub dimensions are expected to serve as pathways through which POS influences employees' willingness to embrace, rather than resist, organizational changes.

Even though there are adequate reasons to discuss approach-oriented and avoidance-oriented strategies within task, relational and cognitive crafting (Berg, Dutton, and Wrzesniewski, 2008), it is beyond the scope of this study. Therefore, following hypotheses are proposed based on literature review discussing the relationship between job crafting and RTC.

H3: *Job crafting (composite measure) is negatively related with RTC.*

H3a: *Task crafting is negatively related with RTC.*

H3b: *Relational crafting is negatively related with RTC.*

H3c: *Cognitive crafting is negatively related with RTC.*

3.5. Mediating Role of Job Crafting Between Perceived Organizational Support and Resistance to Change

It was hypothesized that POS is positively related with job crafting and job crafting is negatively related with RTC. Taken together, it is predicted that job crafting mediates the relationship between POS and RTC. SET (Blau, 1964) and self-regulation theory (Bandura, 1991) form the basis to explain the mediation process. Drawing on SET (Blau, 1964), it is expected that employees who feel supported by their organizations are more likely to reciprocate by investing more in their roles and thus craft their jobs by realigning changing job demands with their personal strengths and needs. In turn, employees recreate the meaning of their jobs and decrease their RTC for the good of their organizations. Additionally, based on self regulation theory, the model considers that employees may selectively engage in different types of job crafting behavior (task crafting, relational crafting, or cognitive crafting) depending on their psychological needs and the specific nature of the organizational change they face. Thus, the following hypothesis is proposed:

H4: *The relationship between POS and RTC is either partially or fully mediated by job crafting (composite measure).*

H4a: *The relationship between POS and RTC is either partially or fully mediated by task crafting.*

H4b: *The relationship between POS and RTC is either partially or fully mediated by relational crafting.*

H5c: *The relationship between POS and RTC is either partially or fully mediated by cognitive crafting.*

4. RESEARCH METHODS

4.1. Sample and procedure

This study employed a cross-sectional survey design and used a purposive sampling strategy to collect data from 202 employees working in the private sector in Turkey. Data were gathered from a single geographic location, Ankara, chosen due to its concentration of diverse private sector organizations and its relevance as a representative urban labor market within the Turkish economy. The rationale for focusing on private sector employees stems from the dynamic and competitive nature of Turkey's private business environment, which has been characterized in recent years by rapid globalization, economic volatility, and frequent organizational restructuring. These conditions make the private sector a particularly relevant context for studying employee reactions to change (Altay, 2024; World Bank, 2024).

An online survey method was used to facilitate data collection, ensuring voluntary participation and respondent anonymity. Participants were informed about the purpose of the study, assured of the confidentiality of their responses, and asked to respond honestly based on their current workplace experiences. The survey included standardized scales measuring perceived organizational support (POS), job crafting, and resistance to change (RTC), all of which had validated Turkish versions. The average completion time for the survey was approximately 10–12 minutes.

This sample is considered appropriate for testing the proposed conceptual model and hypotheses, as the private sector context in Ankara provides a suitable and relevant setting to observe the interplay between organizational support, proactive employee behavior, and attitudes toward change.

4.2. Measurement

All constructs in this study were measured using previously validated scales adapted to the Turkish context.

4.2.1. Perceived Organizational Support (POS). POS was measured using the Perceived Organizational Support Scale developed by Eisenberger et al. (1986) and adapted into Turkish by Çöl (2004). The scale consists of 24 items (e.g., “*Organization values my contribution to its well-being*”), rated on a 5-point Likert scale ranging from 1 (*Strongly disagree*) to 5 (*Strongly agree*). Higher scores

indicate higher levels of perceived organizational support. The Turkish version has demonstrated strong psychometric properties (Çöl, 2004), and the Cronbach's alpha in this study was 0.88.

4.2.2. Job Crafting: Job crafting was measured using the Job Crafting Scale originally developed by Wrzesniewski and Dutton (2001) and adapted into Turkish by Demerouti and Bakker (2014), with localization by Yalçın and Erdoğan (2019). The scale consists of 15 items across three subdimensions:

- Task Crafting (e.g., "I introduce new approaches to improve my work"),
- Relational Crafting (e.g., "I make an effort to get to know people well at work"),
- Cognitive Crafting (e.g., "I remind myself of the significance of my work to society").

All items were rated on a 5-point Likert scale (1 = *Never*, 5 = *Always*). The Turkish version of the scale has demonstrated acceptable reliability, and in the current study, Cronbach's alpha values for subdimensions were:.

- Task Crafting: 0.84
- Relational Crafting: 0.82
- Cognitive Crafting: 0.78

4.2.3. Resistance to Change (RTC). RTC was assessed using the Resistance to Change Scale developed by Oreg (2003) and adapted to Turkish by Kılıçlar, Sarıkoç, and Bozkurt (2019). The scale includes 17 items across four subdimensions:

- Routine Seeking,
- Emotional Reaction to Change,
- Short-Term Focus,
- Cognitive Rigidity.

Participants responded using a 5-point Likert scale (1 = *Strongly disagree*, 5 = *Strongly agree*). Higher scores indicate higher resistance to change. Cronbach's alpha for the total scale in this study was 0.87, with each sub dimension also showing satisfactory internal consistency.

5. RESULTS

Validity and reliability

Before hypothesis testing, confirmatory factor analysis was performed to confirm the distinctiveness of the study variables. Following recommended guidelines (Bentler, 1989; Henry & Stone, 1994; Scott, 1994; Hair et al., 2006), the four-factor measurement model (POS, JCT, JCB, JCR, and RTC) was assessed for model fit and reliability. The model demonstrated satisfactory fit to the data ($\chi^2/df < 5$; CFI = 0.91; IFI = 0.90; TLI = 0.91; RMSEA = 0.05; SRMR = 0.03), with all indices meeting conventional cut-off values. Furthermore, factor loadings exceeded the minimum criterion

of 0.50, while both average variance extracted ($AVE > 0.50$) and composite reliability ($CR > 0.70$) for each factor indicated good convergent validity and internal consistency (Hair et al., 2006). These results confirmed that the measurement model was both reliable and valid for further hypothesis testing.

Table 1. Four factor loadings, Cronbach's α , CR and AVE scores

Variables	Factor loadings	Cronbach's α	CR	AVE
POS	0.72- 0.85	0.89	0.92	0.66
JCT	0.68- 0.87	0.92	0.94	0.72
JCB	0.83- 0.91	0.85	0.91	0.76
JCR	0.88- 0.93	0.87	0.93	0.78
RTC	0.67- 0.89	0.91	0.93	0.68

As summarized in Table 1, the average variance extracted (AVE) and composite reliability (CR) values for all four factors exceeded the recommended thresholds of 0.50 and 0.70, respectively (Hair et al., 2006). Additionally, for each construct, the CR values were greater than the corresponding AVE values, further supporting convergent validity (Hair et al., 2006). Discriminant validity was also established, as each factor satisfied the conventional criteria. Reliability analyses indicated that all Cronbach's alpha coefficients ranged between 0.85 and 0.95, surpassing the minimum standard of 0.70 (Nunnally, 1978), thus demonstrating strong internal consistency. Table 2 presents Fornell–Larcker criterion values, squared AVE values, and intercorrelations among the primary study variables.

Table 2. Fornell–Larcker criterion

Variables	1	2	3	4	5
POS	(0.81)				
JCT	0.48	(0.85)			
JCB	0.53	0.44	(0.87)		
JCR	0.56	0.51	0.49	(0.88)	
RTC	0.41	0.47	0.38	0.46	(0.82)
Notes: n =201, values in parentheses on the diagonal are the square of AVE of each scale					

Discriminant validity was evaluated to ensure that each construct in the model was clearly differentiated from the others. This assessment was based on two widely used methods: comparing the square root of the AVE values on the diagonal with the correlations between constructs, and examining the HTMT ratios. The results showed that the square root of each construct's AVE exceeded the corresponding correlations, and all HTMT values were below the accepted threshold.

These findings confirm that the constructs are distinct and measure separate concepts within the model.

Table 3. HTMT criterion

Variables	1	2	3	4	5
POS	-				
JCT	0.71	-			
JCB	0.64	0.62	-		
JCR	0.69	0.66	0.60	-	
RTC	0.52	0.61	0.58	0.59	-

Notes: n =201, values in parentheses on the diagonal are the square of AVE of each scale

Structural model

After the measurement model is evaluated in PLS-SEM, the next step is to analyze the structural model (Hair et al., 2011; Hulland, 1999).

Path	β	Std. Dev.	t value	p-value
POS \rightarrow JCB	0.566	0.205	2.767	0.006
POS \rightarrow JCR	0.624	0.030	20.941	0.000
POS \rightarrow JCT	0.698	0.043	16.169	0.000
JCB \rightarrow RTC	-0.281	0.176	1.601	0.109
JCR \rightarrow RTC	-0.401	0.195	2.059	0.040
JCT \rightarrow RTC	-0.946	0.334	2.835	0.005
POS \rightarrow RTC	-0.408	0.164	2.492	0.013
POS \rightarrow JCT \rightarrow RTC	-0.660	0.240	2.757	0.006
POS \rightarrow JCR \rightarrow RTC	-0.250	0.123	2.028	0.043
POS \rightarrow JCB \rightarrow RTC	-0.159	0.087	1.827	0.068

POS was positively related to JCB ($\beta = 0.566$, $t = 2.77$, $p = 0.006$), JCR ($\beta = 0.624$, $t = 20.94$, $p < 0.001$), and JCT ($\beta = 0.698$, $t = 16.17$, $p < 0.001$). JCB was not significantly associated with RTC ($\beta = -0.281$, $t = -1.60$, $p = 0.109$). JCR was negatively associated with RTC ($\beta = -0.401$, $t = -2.06$, $p = 0.040$), while JCT was also negatively related to RTC ($\beta = -0.946$, $t = -2.84$, $p = 0.005$). POS showed a significant negative direct effect on RTC ($\beta = -0.408$, $t = -2.49$, $p = 0.013$). For mediation effects, the indirect path from POS to RTC via JCT was significant and negative ($\beta = -0.660$, $t = -2.76$, $p = 0.006$). The indirect effect through JCR was also significant and negative ($\beta = -0.250$, $t = -2.03$, $p = 0.043$), while the indirect effect via JCB was negative but not significant ($\beta = -0.159$, $t = -1.83$, $p = 0.068$).

6. DISCUSSION

The findings of this study offer important insights into how POS and job crafting behaviors interact with RTC, aligning with and extending existing literature. Contrary to expectations and prior research (e.g., Rhoades & Eisenberger, 2002; Rafferty & Simons, 2006), the direct path from POS to RTC was found to be positive and significant, suggesting that higher POS may not universally buffer against resistance. One possible interpretation is that when employees strongly identify with and feel supported by their organizations, they may resist changes perceived as threats to the organization's core values or stability. In this regard, the finding of a positive association aligns with emerging literature suggesting that high organizational support may sometimes reinforce attachment to the status quo (Greasley et al., 2009; Ming-Chu & Meng-Hsiu, 2015). From a Conservation of Resources perspective (Hobfoll, 1989), employees may resist change not due to lack of resources, but out of a desire to protect valued resources such as support, familiarity, or identity. Therefore, it can be assumed that the valence of the change (whether perceived as opportunity or threat) may play a moderating role in employee reactions as suggested in emerging research (Self et al., 2007; Ming-Chu & Meng-Hsiu, 2015).

On the other hand, the results offer stronger support for the mediating role of job crafting. Specifically, task crafting was found to significantly mediate the relationship between POS and RTC, with a negative indirect effect. This implies that when employees feel supported, they are more likely to proactively reshape their tasks in ways that help them cope with change, thereby reducing resistance. This supports previous arguments that job crafting serves as a self-regulatory mechanism for adapting to workplace challenges (Wrzesniewski & Dutton, 2001; Niessen et al., 2016).

Interestingly, relational crafting also emerged as a significant mediator, but its effect on RTC was positive. This suggests that seeking or enhancing workplace relationships during change might not always serve as a coping mechanism—in some cases, it may reinforce collective skepticism or amplify resistance if shared sentiments are negative. This points to the importance of change climate and peer influence during transformation processes (Petrou et al., 2015).

Cognitive crafting, despite being activated by POS, did not significantly influence RTC. This indicates that while employees may attempt to reframe the meaning of their work during change, such efforts might not directly translate into reduced resistance—perhaps because cognitive crafting is more internally focused and less actionable compared to task-based changes.

Overall, these findings underscore the importance of distinguishing among job crafting subdimensions. Unlike previous studies that often conceptualized job crafting as a unified construct (Tims et al., 2012), this research highlights the divergent roles of task, relational, and cognitive crafting. From a self-regulation perspective (Bandura, 1991), it becomes evident that different strategies are activated by different psychological needs, and not all lead to adaptive outcomes.

By identifying task crafting as the most effective path from POS to lower RTC, this study contributes to a deeper understanding of how supportive work environments can foster behavioral flexibility and change readiness.

6.2. Practical Implications

The study's objective was not only to expand theoretical understanding but also to offer actionable insights for managing resistance to change more effectively. In this regard, the findings of this study provide several practical implications for organizations seeking to navigate organizational change by fostering supportive environments and enabling employee-driven adaptation strategies.

Interestingly, the positive direct relationship between POS and RTC suggests that simply providing support may not always reduce resistance. When organizational support leads to stronger attachment to existing roles or culture, change initiatives may be perceived as threatening what employees value. Therefore, organizations should be mindful of how support is framed and aligned with the goals of change. Transparent communication, participative decision-making, and inclusive framing of the change process can help ensure that support does not unintentionally reinforce resistance (Ming-Chu & Meng-Hsiu, 2015; Greasley et al., 2009).

On the other hand, the mediating role of job crafting, particularly task crafting, offers a promising strategy to reduce resistance. Task crafting emerged as the most effective behavior through which employees translate support into adaptive action. Thus, organizations should create conditions that allow employees to proactively reshape how they perform their tasks, such as offering greater autonomy, flexible job roles, and opportunities to align work with personal strengths and competencies.

The findings also highlight that not all crafting behaviors contribute equally to reducing resistance. Relational crafting, while often encouraged, was found to increase resistance in this study, potentially due to shared negative sentiments or peer reinforcement of doubt during change. This indicates that social interaction opportunities should be structured with care in order to ensure promoting positive dialogue and shared vision rather than unstructured venting. Cognitive crafting did not significantly influence RTC, suggesting that reframing meaning alone may be insufficient unless accompanied by tangible changes in how work is performed.

In sum, organizations should encourage task-level experimentation and flexibility, guide relational dynamics constructively, and offer meaning-centered communication to support employees in navigating change. By differentiating and enabling targeted forms of job crafting, managers can foster a sense of control, purpose, and alignment which is ultimately reducing resistance and enhancing change success.

7. Limitations and Future Studies

While this study contributes to the understanding of how POS and job crafting influence RTC, it is not without limitations. These limitations should be acknowledged when interpreting the findings and can serve as a foundation for future research.

Firstly, the sample did not specifically include individuals who were currently experiencing or had recently undergone an organizational change. Since perceptions, behaviors, and reactions toward change are likely to be more salient during or shortly after change events, future studies should aim to capture data from participants actively involved in such processes. Longitudinal or event-based

research designs could offer more nuanced insights into how POS and job crafting behaviors evolve throughout different stages of organizational change.

Secondly, the study did not examine employees' subjective perceptions of the change itself such as whether they viewed it as positive, negative, or neutral. Previous research suggests that individuals' appraisals of change significantly affect their emotional and behavioral responses (Oreg et al., 2011). Future studies should consider incorporating change valence as a moderator, as it may clarify when organizational support reduces or paradoxically increases resistance.

Thirdly, although job crafting was examined as a mediator, this study did not investigate contextual variables that might influence the effectiveness or direction of different job crafting dimensions. The current findings revealed that relational crafting may increase resistance, whereas task crafting reduces it, and cognitive crafting showed no significant effect. This highlights the need to better understand under what conditions specific forms of job crafting are helpful or harmful. Future research could explore how the type of change event (e.g., restructuring, digitalization, leadership change) and the quality of change communication (e.g., transparency, clarity, involvement) moderate these relationships (Petrone et al., 2015; Petrone et al., 2018).

Finally, the generalizability of the findings is limited to Turkish private sector employees. Cultural norms, power distance, and leadership behaviors may affect how support is perceived and how employees engage in job crafting. Future research could replicate this model in public sector settings and across different cultural contexts to explore institutional and cultural variations.

Overall, future studies are encouraged to employ dynamic, longitudinal designs, incorporate perceptual and contextual moderators, and compare across organizational and national cultures to expand the theoretical and practical understanding of resistance to change in relation to POS and job crafting.

8. Conclusion

This study set out to explore the mediating role of job crafting in the relationship between perceived organizational support (POS) and resistance to change (RTC). Building on prior literature, it was proposed that POS would negatively influence RTC and that job crafting, which comprises task, relational, and cognitive dimensions, would serve as a proactive mechanism enabling employees to adapt during organizational transitions.

The findings partially confirmed the hypotheses and provided novel insights. Contrary to expectations, POS showed a positive relationship with RTC, suggesting that under certain conditions, higher levels of perceived support may also heighten employees' sensitivity to potential disruptions, especially when organizational changes challenge previously stable expectations. However, task crafting emerged as a significant negative predictor of RTC, supporting its role as an adaptive coping strategy. In contrast, relational crafting showed a positive association with RTC, and cognitive crafting had no significant effect, indicating that not all forms of crafting uniformly reduce resistance.

These results contribute to the literature by revealing that job crafting is not a monolithic construct in the context of organizational change, and that the influence of POS may vary depending on how

employees interpret and respond to support. From a practical standpoint, organizations should focus on fostering task-related autonomy and clarity while being cautious that relational overreliance or misaligned support might inadvertently increase resistance. Ultimately, this study highlights the complexity of employee adaptation during change and underscores the importance of tailoring supportive interventions based on nuanced employee behaviors and needs.

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