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Relational and Organizational Drivers of Job Crafting: Evidence from Jakarta's Creative Sector

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Abstract

Purpose: This study aims to examine the effects of Leader-Member Exchange (LMX) and Perceived Organizational Support (POS) on Job Crafting Behaviors (JCB) and to assess the mediating role of Readiness for Change (RFC) among Millennials and Generation Z employees in Jakarta's creative industry.

Research Methodology: A quantitative, cross-sectional design was employed using survey data from 235 employees in Jakarta's creative sector. Data were collected using a structured questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM).

Results: The findings reveal that POS positively influenced RFC ($\beta = 0.193$, $p = 0.030$) and JCB ($\beta = 0.350$, $p < 0.001$), and LMX positively influenced RFC ($\beta = 0.200$, $p = 0.036$) and JCB ($\beta = 0.307$, $p = 0.003$). However, RFC did not significantly influence JCB ($\beta = 0.066$, $p = 0.310$) and did not mediate the relationships between LMX, POS, and JCB. These findings indicate that job crafting behaviors are more directly driven by relational and organizational support than by employees' readiness for change.

Conclusions: This study extends Social Exchange Theory by showing that reciprocal relationships in dynamic work environments can directly drive proactive behaviors without relying on internal readiness mechanisms. It also provides new insights into job crafting by demonstrating that, within the creative industry, such behaviors are embedded in everyday work practices rather than emerging solely as responses to change.

Limitations: The study is limited to selected variables and a specific industry context, indicating the need for future research to incorporate additional individual and contextual factors across sectors.

Contributions: Organizations should prioritize strengthening direct relational (LMX) and organizational support (POS) rather than relying on Readiness for Change (RFC) mechanisms to drive job crafting behaviors.

Keywords: *Generation Z, Job Crafting Behaviors, Leader Member Exchange, Millennials, Perceived Organizational Support*

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1. Introduction

In today's dynamic and uncertain business environment, organizations are required to continuously adapt, innovate, and respond to rapid changes. Despite these demands, job design has traditionally been dominated by a top-down approach, in which management determines tasks, workflows, and job characteristics to improve employee performance (Sethi, Pereira, Chakraborty, & Arya, 2023). While

this approach provides structure and control, it is often criticized for being overly rigid and insufficiently responsive to the diverse needs, capabilities, and motivations of employees. In response, contemporary research has shifted toward a more dynamic and employee-centered perspective, in which employees are no longer seen as passive role occupants but as active agents capable of shaping and redefining their work. This shift has led to the emergence of Job Crafting Behaviors (JCB), defined as employees' proactive efforts to modify the physical, cognitive, and relational aspects of their jobs to better align with their skills, interests, and personal needs (Demerouti, 2026; Sethi et al., 2023).

The relevance of job crafting behaviors has become increasingly prominent in modern organizations that demand continuous innovation and adaptability (Uen, Vandavasi, Lee, Yepuru, & Saini, 2021). Empirical evidence consistently demonstrates that JCB generates benefits at both the individual and organizational levels. At the individual level, job crafting is positively associated with higher work engagement, job satisfaction, and overall wellbeing (Demerouti, 2026). At the organizational level, employees who actively engage in JCB contribute to greater resilience, adaptability, and sustained performance, particularly in conditions of uncertainty and change (Baig, Azeem, & Paracha, 2022; Chen, Feng, Liu, & Yao, 2021; Van Wingerden, Derks, & Bakker, 2017).

Despite its well-documented advantages, employees' engagement in job crafting behavior varies considerably (Zhang et al., 2024). Not all employees are equally inclined to take initiative or redesign their work (Wang, Li, & Chen, 2020). While individual characteristics such as proactive personality and self-efficacy have been shown to influence JCB (Demerouti, 2026). Growing evidence suggests that contextual factors within the work environment are more influential and, importantly, more manageable by organizations (Anjarany & Marianti, 2026; Prasetya, 2017). In particular, unsupportive work environments, authoritarian leadership, low psychological safety, and weak perceptions of organizational care can suppress employees' willingness to engage in proactive behavior (Kim & Beehr, 2018; Ma'ruf, Baidowi, Mokhtar, & Suteki, 2026; Wiliastiti, Goca, & Putri, 2025). These findings highlight the importance of examining the organizational conditions that foster or hinder job crafting behavior.

Among these contextual factors, the quality of the relationship between leaders and employees, conceptualized as Leader Member Exchange (LMX), plays a crucial role. High-quality LMX relationships, characterized by trust, mutual respect, and support, provide employees with autonomy and psychological safety, encouraging them to go beyond their formal job requirements (Sethi et al., 2023). Drawing on social exchange theory, when leaders provide support and resources, employees feel obligated to reciprocate through positive and proactive behaviors, including job crafting (Lee & Suzuki, 2020). However, prior research suggests that the relationship between LMX and job crafting is not always direct and may depend on broader organizational perceptions, particularly Perceived Organizational Support (POS) (Choi, Kang, & Choi, 2021). POS refers to employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Sethi et al., 2023). Employees often interpret the behavior of their supervisors as a reflection of the organization as a whole, meaning that supportive leadership can strengthen perceptions of organizational support (Bowler, Paul, & Halbesleben, 2019).

Beyond leadership and organizational support, employees' responses to such conditions are also shaped by their readiness to deal with changes. In contemporary organizations characterized by continuous transformation, Readiness for Change (RFC) is a critical factor. RFC reflects the extent to which employees are psychologically prepared to accept and embrace changes (Alolabi et al., 2021; Anjarany & Marianti, 2026). Employees with high readiness for change tend to perceive change as an opportunity rather than a threat, making them more confident and motivated to engage in adaptive and proactive behavior (Sethi et al., 2023). Empirical evidence indicates that RFC is a significant predictor of successful organizational change initiatives (Alam & Parvin, 2021).

Jakarta's creative industry has emerged as a key driver of Indonesia's creative economy, making it a highly relevant context for examining contemporary work behavior. The sector contributed approximately Rp256.45 trillion (USD 16.4 billion) in 2018 and accounted for approximately 10.5% of

Jakarta's GRDP in 2023 (British, 2022). It encompasses a wide range of industries, including culinary, fashion, film, design, and digital content, supported by creative districts such as Cikini, Kemang, and Blok M and innovation platforms such as Jakarta Creative Hub (Astuti, Putranto, & Mialwati, 2025). Characterized by tight deadlines, rapidly changing briefs, and high creative pressure, the sector requires employees to continuously adapt and take the initiative (Digdowiseiso, 2023). These demands are further reinforced by Jakarta's highly dynamic labor market, which includes approximately 5.46 million workers as of August 2025 and the highest level of labor productivity nationally (Badan Pusat Statistik Provinsi, 2025), underscoring its relevance as a setting for examining proactive work behavior.

Within this environment, the workforce is increasingly dominated by Millennials and Generation Z, who are projected to comprise approximately 58% of the workforce by 2030 and nearly two-thirds globally in the coming years. These generations tend to exhibit more fluid and evolving work values, emphasizing meaningful work, flexibility, autonomy, and continuous development. In line with the dynamic nature of the creative industry, they are less inclined to remain within fixed job boundaries and are more likely to actively shape their work experiences by adjusting how they perform tasks, seeking new challenges, and aligning their roles with their personal values. This tendency reflects a stronger orientation toward proactive work environments, where employees are expected to respond to change and actively shape it. In this regard, the JCB provides a relevant lens for understanding how these generational characteristics are expressed in practice (Sethi et al., 2023).

Several studies on JCB have been conducted in various organizational contexts (Baig et al., 2022; Van Wingerden et al., 2017). However, limited attention has been paid to the creative industry, where work is more fluid, project-based, and continuously evolving. Existing studies have also tended to examine LMX, POS, and RFC separately (Choi et al., 2021; Shin, Hur, & Choi, 2020), rather than integrating these relational, organizational, and psychological factors into a single framework to explain JCB. In addition, although Sethi et al. (2023) highlighted the role of RFC, findings regarding its mediating role remain inconclusive, particularly in highly dynamic environments. Furthermore, limited research has specifically focused on millennial and Generation Z employees, despite their increasing dominance in the workforce and distinct preference for flexible, autonomous, and meaningful work.

Based on the growing need to understand how proactive work behaviors emerge in dynamic organizational contexts, this study aims to examine the relationships between LMX, POS, RFC, and JCB among Millennials and Generation Z employees in Jakarta's creative sector. Specifically, this study seeks to analyze how LMX and POS influence employees' job crafting behaviors, both directly and indirectly, through readiness for change as a mediating mechanism. By integrating relational, organizational, and individual readiness perspectives, this study provides a comprehensive view of the factors that drive proactive behavior in the workplace, particularly in industries characterized by rapid change and high adaptability demands.

2. Literature Review and Hypotheses Development

2.1 Social Exchange Theory (SET)

Social Exchange Theory (SET), introduced by Blau (2017), is a fundamental framework for explaining social relationships based on reciprocal exchanges. The core assumption of SET is that interactions between individuals or between individuals and organizations are driven by cost-benefit considerations and the principle of reciprocity (Sethi et al., 2023). Relationships are sustained when the benefits received are perceived to be proportional to the contributions. Importantly, these exchanges are not limited to material rewards but also include non-material resources such as trust, emotional support, and recognition, which strengthen commitment and encourage positive behavior in organizational contexts.

Within organizations, SET is widely used to explain how interpersonal relationships influence employee attitudes and behaviors (Ancarani, Di Mauro, Giammanco, & Giammanco, 2018). The principle of reciprocity suggests that when employees perceive fair treatment, support, and trust from the organization, they develop a sense of obligation to reciprocate with positive contributions. Accordingly, SET provides a useful lens for understanding the motivational basis of employee behavior

and how employees form perceptions of their organization. From this perspective, LMX and POS can be viewed as key forms of social exchange that shape employee behaviors (Sethi et al., 2023). High-quality LMX reflects a relationship characterized by trust, support, and open communication, representing valuable non-material resources for employees. Similarly, POS reflects employees' perceptions that the organization values their contributions and cares about their well-being, creating a sense of obligation to reciprocate with positive work attitudes and behaviors. Recent studies have further confirmed that supportive leadership and organizational support encourage employees to engage in proactive and adaptive behaviors, including job crafting and innovative work behavior (Chen et al., 2021; Choi et al., 2021; Shin et al., 2020). Within the context of organizational change, such reciprocal relationships also strengthen employees' readiness to embrace change and adapt to evolving work demands (Sethi et al., 2023). Therefore, SET provides a theoretical foundation for explaining why LMX and POS are expected to positively influence RFC and JCB, as employees tend to reciprocate supportive exchanges through constructive and proactive behaviors.

2.2 Perceived Organizational Support (POS), Leader Member Exchange (LMX), And Readiness For Change (RFC)

Readiness for Change (RFC) reflects employees' psychological preparedness to accept and adapt to organizational change, making it a critical factor in determining how individuals respond to dynamic work environments (Adil, 2016; Haque, Titi Amayah, & Liu, 2016). Employees with higher RFC levels tend to perceive change as an opportunity, demonstrate greater confidence in their ability to adjust, and are more willing to engage in adaptive behaviors (Neves, 2009). Conversely, low readiness is associated with resistance and reluctance to participate in the change process. Empirical evidence further highlights RFC as a key predictor of successful organizational change and adaptive work behavior (Gfrerer, Hutter, Füller, & Ströhle, 2021).

Within this context, POS plays an important role in shaping employees' readiness to change. POS reflects employees' beliefs that the organization values their contributions and cares for their well-being (Sethi et al., 2023). When employees perceive strong organizational support, they are more likely to feel secure, valued, and confident in facing change, which enhances their willingness to accept and adapt to new conditions. From a SET perspective, such support fosters positive attitudes and motivates employees to respond constructively to organizational initiatives, including changes (Shin et al., 2020). Similarly, LMX is a critical relational resource that influences employees' readiness for change. High-quality LMX, characterized by trust, mutual respect, and open communication, reduces uncertainty and provides employees with the psychological safety required to embrace change (Sethi et al., 2023). Employees who experience supportive relationships with their leaders are more likely to feel confident and prepared to deal with new challenges, thereby increasing their readiness for changes.

Although prior studies have shown that organizational support and leadership quality are associated with employees' adaptive responses to change, most studies have been conducted in conventional organizational settings and have examined POS, LMX, and RFC separately (Gfrerer et al., 2021; Shin et al., 2020). Limited research has explored how these relational and organizational factors simultaneously shape readiness for change in highly dynamic industries such as the creative sector, where employees face continuous uncertainty, shifting project demands, and flexible work structures that require constant adaptation. This gap is more relevant among Millennial and Generation Z employees, who tend to expect supportive leadership, autonomy, and meaningful workplace relationships. Based on these arguments, the following hypotheses are proposed.

- H_1: Perceived Organizational Support (POS) has a positive influence on Readiness for Change (RFC)
- H_2: Leader Member Exchange (LMX) has a positive influence on Readiness for Change (RFC)

2.3 Perceived Organizational Support (POS), Leader Member Exchange (LMX), and Job Crafting Behaviours (JCB)

Job Crafting Behaviors (JCB) reflect employees' proactive efforts to modify their tasks, relationships, and perceptions of work to better align with their abilities and needs (Petrou, Demerouti, Peeters,

Schaufeli, & Hetland, 2012). Such behaviors are not only driven by individual motivation but are also strongly influenced by the social and organizational contexts in which employees operate.

Perceived Organizational Support (POS) represents employees' beliefs that an organization values their contributions and cares about their well-being (Sethi et al., 2023). When employees perceive strong support, they are more likely to feel valued, confident, and empowered to take the initiative in shaping their work. Prior research indicates that supportive organizational environments enhance employees' autonomy and psychological safety, which in turn encourage proactive behaviors such as job crafting (Shin et al., 2020; Tims, Bakker, & Derks, 2013; Wang et al., 2020).

In addition to organizational support, the quality of the relationship between leaders and subordinates, conceptualized as LMX, plays a critical role in fostering job crafting behaviors. High-quality LMX relationships, characterized by trust, support, and open communication, provide employees with access to valuable resources and encouragement to go beyond their formal job requirements (Sethi et al., 2023).

Despite growing evidence linking POS and LMX to proactive employee behaviors (Shin et al., 2020; Wang et al., 2020), existing studies have predominantly been conducted in more formal and structured contexts. Comparatively little attention has been directed toward the creative industry, where employees frequently operate in flexible, project-based, and rapidly changing work environments that require continuous role adjustments. Based on these arguments, the following hypotheses are proposed.

H_3: Perceived Organizational Support (POS) has a positive influence on Job Crafting Behaviors (JCB)

H_4: Leader Member Exchange (LMX) has a positive influence on Job Crafting Behaviors (JCB)

2.4 Readiness For Change (RFC) and Job Crafting Behaviours (JCB)

Readiness for Change (RFC) reflects employees' psychological preparedness to accept, support, and adapt to organizational change (Adil, 2016; Haque et al., 2016). It captures the extent to which employees perceive change as beneficial and feel confident in their ability to cope with new demands. Employees with high RFC levels tend to view change as an opportunity rather than a threat, which increases their willingness to engage in adaptive and proactive behaviors. In contrast, low readiness is often associated with resistance and reluctance to participate in change-related activities (Mathur, Kapoor, & Swami, 2023). In dynamic work environments, particularly those characterized by continuous change, RFC plays a crucial role in shaping employees' behavioral responses. Employees who are more ready for change are more likely to take the initiative to adjust their work roles to meet evolving demands. This includes engaging in JCB, where individuals proactively modify their tasks, relationships, and perceptions of work to enhance alignment with job requirements and personal capabilities (Petrou et al., 2012).

Empirical evidence suggests that RFC is not only a predictor of successful organizational change but also a driver of adaptive work behavior (Alam & Parvin, 2021). Employees who are psychologically prepared for change are better able to leverage opportunities within their work environment, making them more likely to engage in proactive behaviors, such as job crafting. Therefore, readiness for change serves as an important antecedent of job crafting behavior.

Previous studies has been identified as an important predictor of adaptive work behavior and successful organizational change (Alam & Parvin, 2021; Gfrerer et al., 2021). Simultaneously, (Petrou et al., 2012) conceptualized job crafting behaviors as proactive efforts to adjust tasks, relationships, and work perceptions in response to work demands. However, the connection between employees' psychological readiness for change and their tendency to engage in job crafting behaviors remains insufficiently examined. Based on these arguments, the following hypothesis can be proposed:

H_5: Readiness for Change (RFC) positively influences Job Crafting Behaviors (JCB)

2.5 The Mediating Role of Readiness For Change (RFC)

Although LMX and POS have been shown to directly influence JCB, their effects may also operate through employees' RFC. As an individual-level psychological factor, RFC reflects employees' willingness and preparedness to accept and adapt to change, which plays a crucial role in translating organizational resources into proactive behavior (Sethi et al., 2023).

From the SET perspective, high-quality LMX relationships provide employees with trust, support, and autonomy, which reduce uncertainty and enhance confidence in dealing with change. These relational resources strengthen employees' readiness for change, enabling them to view it as an opportunity rather than a threat. In turn, employees who are more ready for change are more likely to engage in proactive behaviors, including job crafting, as they actively adjust their work roles to align with the new demands (Neves, 2009; Petrou et al., 2012). Similarly, POS fosters a sense of value, security, and trust in the organization, which enhances employees' psychological readiness to embrace changes (Shin et al., 2020). When employees perceive strong organizational support, they are more confident in navigating change and more willing to take the initiative to reshape their work. This suggests that POS not only directly influences job crafting behaviors but also indirectly encourages such behaviors by increasing readiness for change.

Accordingly, RFC functions as an important mechanism that explains how both relational (LMX) and organizational (POS) resources are translated into proactive work behavior. Employees who are supported and ready for change are more capable of leveraging these resources to engage in job crafting. Existing studies have largely focused on direct associations, providing limited insight into the psychological processes linking organizational support and leadership quality to employees' proactive behaviors. Therefore, examining RFC as a mediating variable contributes to extending the understanding of how supportive workplace conditions may foster JCB through employees' preparedness to embrace the change.

H_6: Readiness for Change (RFC) mediates the relationship between Leader Member Exchange (LMX) and influences Job Crafting Behaviors (JCB)

H_7: Readiness for Change (RFC) mediates the relationship between Perceived Organizational Support (POS) and Job Crafting Behaviors (JCB)

3. Methodology

A quantitative research approach was employed to examine the relationships between LMX, POS, RFC, and JCB. This approach emphasizes deductive reasoning, moving from theory to empirical testing, and is suitable for analyzing the relationships between variables in a structured and measurable manner (Hair et al., 2021). The conceptual model of this study, which illustrates the direct and indirect relationships among the variables, is presented in Figure 1. A cross-sectional design was used, in which data were collected at a single point in time without repeated observations (Sugiyono, 2021). Accordingly, data collection was conducted once from November to December 2025, enabling the capture of employees' perceptions and behaviors related to LMX, POS, RFC, and JCB within a specific timeframe.

However, the use of a cross-sectional design has several limitations. Since the data were collected at a single point in time, the study was unable to fully capture changes in employees' perceptions and behaviors over time. Consequently, the relationships identified among LMX, POS, RFC, and JCB should be interpreted as associative rather than strictly causal. In addition, cross-sectional data limit the ability to observe how employees' readiness for change and job crafting behaviors evolve in response to organizational dynamics or prolonged workplace experiences. This design also increases the possibility of common method bias, as all variables were measured simultaneously using self-reported questionnaires.

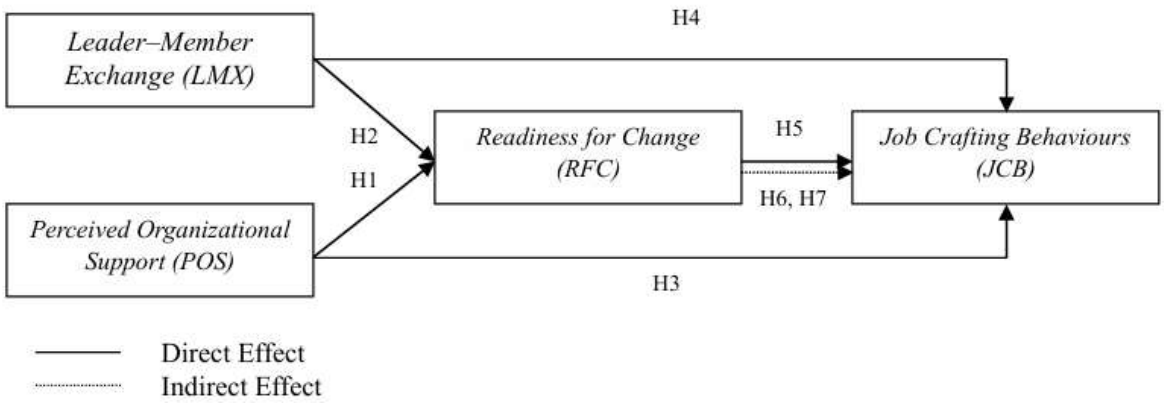

Figure 1. Conceptual research model of the relationships among LMX, POS, RFC, and JCB

The population targeted in this research consisted of permanent employees from the Millennial and Generation Z cohorts working in the creative sector in Jakarta. To ensure that respondents had sufficient experience and understanding of their work environment, only employees who had worked for at least one year in their current organization were included in the study. Given that the exact population size was unknown, the sample size was determined based on the guidelines proposed by Hair et al. (2021), whichsuggests a minimum of 5–10 times the number of indicators used in the study. With a total of 44 indicators, the minimum required sample size was 220.

The sampling technique applied was non-probability sampling, specifically purposive (judgmental) sampling. The criteria for inclusion in the sample were as follows, belonging to the Millennial or Generation Z cohorts, being a permanent employee in a company operating within the creative sector in DKI Jakarta, and having a minimum tenure of one year in the organization. This approach ensured that the selected respondents were appropriate and capable of providing meaningful insights related to the variables examined in this study.

3.1 Data Collection and Research Instrument

Data were collected using a structured online questionnaire designed to measure LMX, POS, RFC and JCB. The questionnaire was distributed to respondents who met the predefined sampling criteria, allowing for efficient data collection from employees in Jakarta's creative sector. All items were adapted from established and validated scales to ensure their content validity and reliability. Responses were measured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Prior to distribution, the instrument was reviewed to ensure its clarity, relevance, and alignment with the research context. LMX was measured using the LMX-7 scale (Williams, Scandura, Pissaris, & Woods, 2016), JCB was adapted from Sethi et al. (2023), POS was measured using a shortened version of the scale developed by Celep and Yilmazturk (2012), and RFC was measured based on (Mathur et al., 2023). All instruments were adjusted to fit the research context while maintaining their original construct. Table 1 presents detailed information regarding the variables, operational definitions, and measurement items used in this study.

Table 1. Operationalization and measurement of research variables

Variables	Operational Definition	Questionnaire Items	Source
LMX	LMX refers to the quality of the dyadic relationship between leaders and subordinates, characterized by trust, support, and mutual respect developed through ongoing social exchange.	LMX1. I understand how my supervisor evaluates my work. LMX2. My supervisor understands my job-related problems and needs. LMX3. My supervisor recognizes my potential. LMX4. My supervisor uses their authority to help me solve work-related problems.	Williams et al. (2016)

		LMX5. I can rely on my supervisor for support when required. LMX6. I have complete trust in my supervisor and would defend their decisions if required. LMX7. My working relationship with my supervisor was positive and constructive.	
JCB	JCB refers to employees' self-initiated changes in task boundaries and work perceptions to enhance the meaning of work and alignment with personal strengths and values.	*Task Crafting* TC1. I try new methods and approaches to improve the quality of my work. TC2. I change the type of tasks I perform when it is necessary. TC3. I add new tasks that better match my skills or interests. TC4. I voluntarily take on additional tasks at work. TC5. I prioritize tasks that best match my skills and interests. *Cognitive Crafting* CC1. I think about how my work gives meaning and purpose to my life. CC2. I realize that my work is important for the organization's success. CC3. I realize that my work benefits society as a whole. CC4. I reflect on how my work has positively impacted my personal life. CC5. I consider my work to contribute to my overall well-being.	Sethi et al. (2023)
POS	POS refers to employees' perceptions of the extent to which an organization values their contributions and cares about their well-being.	POS1. My supervisor does not care about me. POS2. Even when I perform well, my supervisor does not pay attention to me. POS3. My supervisor is concerned about my job satisfaction. POS4. My supervisor ignored my complaints. POS5. My supervisor does not appreciate my efforts. POS6. My supervisor values my contributions at work. POS7. My supervisor is genuinely concerned about my health. POS8. My supervisor was proud of my achievements.	Celep and Yilmazturk (2012)
RFC	RFC refers to employees' psychological and behavioral preparedness	*Participating Change* PAC1. I am willing to work harder because of these changes.	Mathur et al. (2023)

	to accept, support, and actively engage in the organizational change.	PAC2. I am willing to be part of new projects. PAC3. I perform my work in novel or creative ways. PAC4. I adjust my way of working according to changes. PAC5. I am willing to be involved in change initiatives. PAC6. I am willing to learn new skills. *Promoting Change* PC1. I take the initiative to generate new ideas. PC2. I support changes in the organization. PC3. I try to convince others of the importance of change. PC4. I seek ways to solve the problems arising from organizational changes.	

3.2 Data Analysis

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3. This approach is widely used to examine complex relationships among latent variables, particularly when the model involves multiple constructs and mediation effects (Hair, Singh, Kaur, & Dana, 2022).

The analysis focuses on evaluating both the adequacy of the measurement model and the relationships among the constructs within the structural model. The quality of the measurement was assessed through validity and reliability testing. Convergent validity was examined using outer loadings and Average Variance Extracted (AVE), where loading values above 0.70 are preferred, although values above 0.60 are considered acceptable, and AVE values should exceed 0.50 to indicate that the construct explains a sufficient proportion of variance in its indicators. Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT), with values below 0.90 indicating that the constructs were empirically distinct. Reliability was evaluated using Cronbach's Alpha and Composite Reliability, with threshold values above 0.70 demonstrating adequate internal consistency (Hair, Sarstedt, Pieper, & Ringle, 2012).

To assess the relationships among variables, the model's explanatory power was evaluated using the coefficient of determination (R^2), which indicates the proportion of variance in endogenous constructs explained by exogenous variables. In addition, predictive relevance was examined using the cross-validated redundancy measure (Q^2), where values greater than zero indicated that the model had predictive capability. The direction and strength of the relationships were assessed using path coefficients, with values ranging from -1 to 1. The significance of these relationships was tested using a bootstrapping procedure with 5,000 resamples, allowing for a robust estimation of standard errors. Statistical significance was determined based on T-statistics greater than 1.96 and p-values below 0.05 (Hair et al., 2022).

4. Results and Discussions

4.1 Respondents Characteristics

A total of 235 respondents participated in this research, classified by gender, generational group, age, education level, creative subsector, and work tenure. In terms of gender, 131 respondents (55.7%) were female and 104 respondents (44.3%) were male, indicating a relatively balanced composition with a slight predominance of female participants. Based on generational classification, 123 respondents

(52.3%) belonged to Generation Z (born 1997–2012), while 112 respondents (47.7%) were Millennials (born 1981-1996), showing that Generation Z constituted the majority of the sample.

Regarding age distribution, most respondents were within the 23-28 years range (96 respondents, 40.9%), followed closely by those aged 29-35 years (94 respondents, 40.0%). Respondents aged 18-22 years accounted for 30 individuals (12.8%), while the 36-44 years group represented the smallest proportion (15 respondents, 6.4%). In terms of educational background, most respondents held a bachelor's degree or diploma (207 respondents, 88.1%). This was followed by respondents with a high school education (17 respondents, 7.2%) and those with a master's degree (11 respondents, 4.7%).

Based on the creative subsector, the largest proportion of respondents worked in advertising (64 respondents, 27.2%), followed by television and radio (48 respondents, 20.4%), and visual communication design/graphic design (41 respondents, 17.4%). Other subsectors included film/animation/video (29 respondents, 12.3%), application and game development (19 respondents, 8.1%), music/event/production house (18 respondents, 7.7%), and fashion (16 respondents, 6.8%). Regarding tenure, most respondents had worked for more than one to three years (75 respondents; 31.9%), followed by those with more than three to six years of experience (73 respondents, 31.1%). Respondents with more than six to ten years of tenure accounted for 50 individuals (21.3%), while those with exactly one year of experience accounted for 29 respondents (12.3%). The smallest group consisted of respondents with more than ten years of tenure (eight respondents, 3.4%).

4.2 Measurement Model Evaluation

The initial assessment of the measurement model was conducted by examining the outer loading values for each indicator. According to Hair et al. (2022), an outer loading value of 0.70 or higher is generally considered acceptable, although indicators with loadings between 0.60 and 0.70 may still be retained if they contribute to overall construct validity. Based on the first run, most indicators demonstrated satisfactory loading values that were above the recommended threshold. However, several items were identified with relatively lower loadings, particularly CC3 (0.694) and POS2 (0.696), which fell slightly below the preferred threshold of 0.70. Although these values are marginally acceptable, they indicate weaker contributions to their respective constructs than other indicators.

To improve the overall measurement quality and ensure stronger convergent validity, these indicators (CC3 and POS2) were removed from the model. After removing these indicators, the model was re-estimated to assess the improved measurement quality of the model. The results of the second run show that all remaining indicators have outer loading values above the acceptable threshold of 0.70, indicating adequate convergent validity (Hair et al., 2022). Specifically, the loadings ranged from 0.711 to 0.844 for JCB, 0.745 to 0.820 for LMX, 0.739 to 0.783 for POS, and 0.743 to 0.800 for RFC. The detailed results are listed in Table 2.

Table 2. Outer loading values

Indicator	JCB	LMX	POS	RFC
Cognitive Crafting				
CC1	0.735			
CC2	0.743			
CC4	0.787			
CC5	0.711			
Task Crafting				
TC1	0.844			
TC2	0.829			
TC3	0.795			
TC4	0.828			
TC5	0.819			
Leader–Member Exchange				
LMX1		0.765		

LMX2		0.745		
LMX3		0.768		
LMX4		0.778		
LMX5		0.751		
LMX6		0.820		
LMX7		0.770		
Perceived Organizational Support				
POS1			0.745	
POS3			0.741	
POS4			0.746	
POS5			0.779	
POS6			0.739	
POS7			0.783	
POS8			0.743	
Participating Change				
PAC1				0.756
PAC2				0.746
PAC3				0.765
PAC4				0.743
PAC5				0.746
PAC6				0.766
Promoting Change				
PRC1				0.776
PRC2				0.800
PRC3				0.772
PRC4				0.799

The results presented in Table 3 indicate that the measurement model demonstrates satisfactory reliability and convergent validity for all constructs. Cronbach's Alpha and Composite Reliability values for JCB, LMX, POS, and RFC all exceeded the recommended threshold of 0.70, confirming strong internal consistency. In addition, all AVE values were above 0.50, indicating that each construct explained a substantial proportion of the variance in its indicators. These findings suggest that the measurement instruments are both reliable and exhibit adequate convergent validity.

Table 3. Reliability and convergent validity results

Construct	Cronbach's Alpha	CR	AVE
JCB	0.924	0.937	0.623
LMX	0.887	0.911	0.595
POS	0.875	0.902	0.568
RFC	0.923	0.935	0.588

Discriminant validity was assessed using the Heterotrait-Monotrait (HTMT) criterion in Table 4. HTMT evaluates the degree to which constructs are empirically distinct from one another. A threshold value below 0.90 indicates acceptable discriminant validity of the scale. The results showed that all HTMT values fell below this threshold, confirming that each construct was sufficiently distinct. These findings indicate that the measurement model demonstrated adequate discriminant validity.

Table 4. Discriminant validity assessment using HTMT

Construct	JCB	LMX	POS	RFC
JCB				
LMX	0.507			
POS	0.528	0.441		
RFC	0.249	0.298	0.281	

Collinearity was assessed using the VIF to ensure that the predictor constructs did not exhibit multicollinearity issues (Hair et al., 2022). The evaluation focused on the structural model (inner VIF), which reflects the relationships among latent variables. As shown in Table 5, all VIF values range from 1.122 to 1.239, which are well below the recommended threshold of 5.00. This indicates that multicollinearity is not a concern in the structural model and that the predictor constructs are not highly correlated. At the indicator level (outer VIF), all values also fell within acceptable limits, suggesting that multicollinearity among the measurement items was not present.

Table 5. Collinearity assessment using VIF

Predictor	Endogenous Variable	VIF
LMX	JCB	1.239
POS	JCB	1.236
RFC	JCB	1.122
LMX	RFC	1.194
POS	RFC	1.194

4.3 Structure Model Evaluation

The structural model was evaluated using the coefficient of determination (R^2) and predictive relevance (Q^2). As presented in Table 6, the R^2 value for JCB was 0.332, indicating that 33.2% of the variance in JCB was explained by LMX, POS, and RFC. This means that employees' proactive efforts to modify their work are partly influenced by leadership quality, organizational support, and readiness for change, while the remaining 66.8% may be associated with other factors not included in this study, such as proactive personality, job autonomy, psychological empowerment, work engagement, organizational culture, and an innovative climate.

Meanwhile, RFC has an R^2 value of 0.109, suggesting that 10.9% of its variance is explained by LMX and POS, whereas most of the variation in RFC is influenced by other variables outside the model. The remaining variance may be influenced by other individual and contextual factors, including change-oriented leadership, communication quality, employee resilience, trust in management, and prior experience with organizational change. In addition, the Q^2 values for JCB (0.199) and RFC (0.054) were both greater than zero, indicating that the model had predictive relevance. In other words, the model demonstrates sufficient capability to predict the relationships among the variables examined in this study.

Table 6. Structural model evaluation results (R^2 and Q^2)

Construct	R^2	Adjusted R^2	Q^2
JCB	0.332	0.323	0.199
RFC	0.109	0.101	0.054

The results presented in Table 7 indicate that H_1 is supported ($\beta = 0.193$, $T = 2.164$, $p = 0.030$), as the T-statistic exceeds 1.96, and the p-value is below 0.05. Similarly, H_2 is supported ($\beta = 0.200$, $T = 2.101$, $p = 0.036$), indicating a significant positive effect. For the direct effects on JCB, H_3 is supported ($\beta = 0.350$, $T = 4.202$, $p < 0.001$) and H_4 is also supported ($\beta = 0.307$, $T = 2.941$, $p = 0.003$), as both relationships meet the required significance criteria. In contrast, H_5 is not supported ($\beta = 0.066$, $T = 1.015$, $p = 0.310$) because the T-statistic is below 1.96 and the p-value exceeds 0.05. For indirect effects, H_6 was not significant ($\beta = 0.013$, $T = 0.916$, $p = 0.360$), and H_7 was not supported ($\beta = 0.013$, $T = 0.721$, $p = 0.471$). Both relationships failed to meet the significance threshold, indicating that the mediation effect was not present.

Table 7. Hypotheses testing results

Hypotheses	Relationship	β	T-Statistic	P-Value	Result
H_1	POS → RFC	0.193	2.164	0.030	Supported
H_2	LMX → RFC	0.200	2.101	0.036	Supported

H_3	POS → JCB	0.350	4.202	0.000	Supported
H_4	LMX → JCB	0.307	2.941	0.003	Supported
H_5	RFC → JCB	0.066	1.015	0.310	Not Supported
H_6	LMX → RFC → JCB	0.013	0.916	0.360	Not Supported
H_7	POS → RFC → JCB	0.013	0.721	0.471	Not Supported

4.4 Discussions

The results of H_1 and H_2 highlight the importance of both organizational support and leader–member relationships in shaping employees' readiness for change. In Jakarta's creative industry, where work is inherently fluid and continuously evolving, employees are frequently exposed to shifting project demands, changing client expectations and rapid technological developments (Chen et al., 2021). In such an environment, support from both the organization and supervisors becomes a key resource that helps employees feel more prepared to navigate uncertainty. From the perspective of SET, these relationships reflect reciprocal exchanges in which employees interpret support and fair treatment as signals that the organization values them, leading to a greater willingness to respond positively (Blau, 2017; Sethi et al., 2023). This aligns with prior findings that emphasize the roles of LMX and POS in fostering readiness for change (Bowler et al., 2019; Sethi et al., 2023). This dynamic is particularly relevant given the dominance of Millennials and Generation Z, who tend to be adaptive but still rely on recognition, feedback, and supportive environments to sustain their engagement.

The findings for H_3 and H_4 further demonstrate that both organizational support and high-quality relationships with supervisors directly encourage employees to engage in job crafting behavior. In Jakarta's creative sector, work is rarely static; roles often shift across projects, and employees are expected to operate beyond rigid job boundaries. In this context, support from leaders and organizations creates a conducive environment for employees to take the initiative and reshape their work. SET provides a useful lens for explaining this mechanism, as employees who receive support, trust, and recognition tend to reciprocate with positive and constructive behaviors (Ancarani et al., 2018; Blau, 2017). Job crafting, as a form of proactive behavior, can be seen as a response to these positive exchanges. This interpretation is consistent with prior studies that have shown that POS and LMX are important drivers of job crafting behaviors (Sethi et al., 2023). Moreover, high-quality LMX characterized by trust, open communication, and mutual respect, reduces uncertainty and strengthens employees' confidence in adjusting their tasks and roles (Tims et al., 2013). These findings align with the characteristics of Millennials and Generation Z, who tend to seek meaningful, flexible, and autonomous work, making them more inclined to actively shape their roles when supported.

In contrast, the results for H_5, as well as the indirect relationships proposed in H_6 and H_7, indicate that readiness for change does not play a central role in explaining job crafting behavior. Within Jakarta's creative industry, this can be understood by considering the nature of work itself. The sector operates in a highly dynamic and competitive environment, where adaptation is not an occasional response but a routine part of everyday work (Gfrerer et al., 2021; Haque et al., 2016; Mathur et al., 2023). Employees are continuously required to adjust their tasks, collaborate across roles, and respond to evolving demands. Consequently, job crafting behaviors may emerge as an inherent aspect of how work is performed, rather than being driven by an individual's readiness for change. From a SET perspective, this finding suggests that direct social exchange mechanisms, such as support from leaders and the organization, play a more immediate role in shaping behavior than internal readiness states. Employees may directly reciprocate supportive relationships through proactive behaviors, such as job crafting, without necessarily going through a cognitive stage of readiness for change. This interpretation is consistent with the view that social exchanges involving trust, support, and recognition can directly influence employee behavior (Blau, 2017; Sethi et al., 2023).

This explanation is further strengthened by the characteristics of the respondents, who were predominantly young, educated, and working in knowledge-intensive roles. These individuals tend to approach work with a proactive mindset, viewing flexibility and self-initiated adjustments as integral to their professional identities. As conceptualized by Chen et al. (2021); Shin et al. (2020), job crafting

is a self-initiated process through which employees actively shape their work to enhance meaning and alignment with personal strengths. In the context of Jakarta's creative industry, where such behaviors are often embedded in daily work practices, job crafting is less dependent on readiness for change and more strongly influenced by the quality of relationships and perceived support within the organization.

5. Conclusions

5.1 Conclusion

The findings show that LMX and POS directly influence job crafting behaviors, while readiness for change does not play a significant mediating role. This suggests that reciprocal relationships, characterized by trust, support, and recognition, can directly encourage employees to engage in proactive behavior without necessarily passing through internal readiness mechanisms. In this sense, the study extends SET by highlighting that in highly dynamic environments, behavioral responses such as job crafting may emerge more immediately as a form of reciprocity. Simultaneously, the findings enrich the job crafting literature by showing that in the creative industry, where work is fluid, project-based, and continuously evolving, job crafting is not merely a response to change but often becomes part of everyday work practices. This also aligns with the characteristics of Millennials and Generation Z, who tend to prefer flexible, meaningful, and self-directed work, making them more naturally inclined toward proactive role adjustment when given support.

5.2 Research Limitations

This study had several limitations that should be considered when interpreting the findings. First, the model focuses on relational (LMX) and organizational (POS) factors, along with readiness for change, in explaining job crafting behaviors. While these variables capture important aspects of the work environment, they may not fully reflect the complexity of proactive behavior in dynamic settings such as the creative industry. Other individual-level factors, such as proactive personality, intrinsic motivation, and psychological empowerment, may also play a significant role in shaping job crafting but were not included in this model. In addition, contextual factors such as job autonomy, workload, and innovation climate may further explain why employees engage in job crafting beyond the influence of support and relationships.

Second, the findings are situated within Jakarta's creative industry, which is characterized by high flexibility, project-based work, and continuous change. While this context provides valuable insights, it may also limit the generalizability of the results to other industries with more structured and standardized work environments than the hospitality industry. In such settings, the role of readiness for change may be more prominent, and job crafting may not be as naturally embedded in daily work practice. Furthermore, the use of a cross-sectional design limits the ability to observe changes in employees' perceptions and behaviors over time and restricts the ability to make stronger causal interpretations among the variables examined.

5.3 Suggestions and Directions for Future Research

Based on these limitations, future research should expand the model by incorporating additional variables that capture both the individual and contextual dimensions of proactive behavior. Variables such as psychological empowerment, work engagement, creative self-efficacy, and job autonomy may provide a deeper understanding of the mechanisms underlying job crafting. Future studies may explore different industry contexts, such as manufacturing, public sector organizations, or highly regulated industries, where work structures are more rigid and formalized. Comparing these contexts with the creative industry could offer richer insights into how environmental characteristics influence the emergence of job crafting behaviors and the role of mediating variables such as readiness for change.

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Author Contributions

EA contributed to conceptualization, methodology development, data curation, formal analysis, and drafting the original manuscript. ABP contributed to the supervision, project administration, validation of results, and critical review and editing of the manuscript. FPH contributed to investigation, data collection, resource provision, and manuscript review and editing.

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