Organizational Trust and Readiness for Change: Its Impact on Employee Performance Through Job Crafting (Empirical Study at PT Saudara Buana Samudera Medan)

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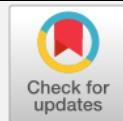Medan, North Sumatra Province, 20151, Indonesia
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ABSTRACT

This study analyzes the influence of organizational trust and readiness for change on employee performance directly and through job crafting mediation. This study was conducted at PT Saudara Buana Samudera Medan using a quantitative survey-based approach. The data were collected through questionnaires filled out by 78 permanent employees using the proportionate stratified random sampling technique. Path analysis was conducted using the SEM-PLS method. The results showed that organizational trust and readiness for change significantly affected employee performance. In addition, job crafting was a mediator that strengthened the relationship between these variables. This study provides theoretical contributions by integrating organizational trust, readiness for change, and job crafting to explain the mechanism of improving employee performance. Practically, these findings provide recommendations to the management of PT Saudara Buana Samudera Medan to build organizational trust and support job crafting to improve employee performance amidst organizational change. The study's focus on a single organization necessitates caution when generalizing the results. Future studies can expand the sector's scope or add moderating variables to enrich the findings. This study fills the literature gap regarding the role of job crafting in the

relationship between organizational trust, readiness to change, and employee performance in the context of Indonesian companies.

1. Introduction

Employee performance is vital in assessing an organization's success in fulfilling its vision and goal (Aguilera et al., 2024; Pervaiz et al., 2021). This performance pertains to the individual's role in executing tasks and responsibilities in alignment with the organization's established standards (Gupta & Jangra, 2024). Employee performance serves as a standard for individual productivity and indicates the degree to which a business can optimize its people resources (Satrya, 2023; Tafese Keltu, 2024). Amid escalating global competitiveness, the expectations on staff to operate efficiently and productively are intensifying. Nonetheless, efficiency alone is insufficient to ensure an organization's success (Albert et al., 2022). In an evolving work environment, employees must exhibit flexibility and adaptation to changes occurring at both internal and external organizational levels (Bestadrian Prawiro Theng, 2023). These alterations may encompass technical advancements, market fluctuations, regulatory modifications, and the necessity for innovation in work procedures.

Employees who can adapt to change exhibit the capacity to maintain relevance and productivity amid uncertain circumstances (Sipayung et al., 2023). This skill is becoming progressively vital due to the contemporary work environment of complexity, uncertainty, and constantly changing challenges (Vivian & Wijaya, 2023). Moreover, firms that effectively cultivate a work climate conducive to employee performance by offering positive feedback, clear job objectives, and sufficient training are more likely to succeed (Susanto et al., 2021). Employee performance is influenced by technical skills or individual capabilities and the employee's capacity to adapt to evolving changes and obstacles. Organizations must consistently inspire their employees to enhance performance, offer support for professional development, and cultivate an environment that fosters innovation and engagement (Chaniago, 2023). This combination of efficiency, adaptation to change, and organizational support will ensure optimal employee performance, significantly contributing to achieving organizational goals (Bhastary et al., 2023).

Numerous firms in Indonesia, such as PT Saudara Buana Samudera Medan, encounter diverse problems in sustaining and enhancing employee performance. These issues are becoming progressively intricate due to the swift advancement of technology, the fluctuations in market dynamics, and the growing need for innovation. Employee performance in the industrial sector is frequently hindered by inadequate motivation, limited employee engagement, and reluctance to change. Consequently, it is essential to identify and examine aspects that can enhance employee performance, including implementing job-designing strategies.

Job crafting enables people to proactively reorganize or remodel tasks to enhance meaning and improve job efficiency and effectiveness (McNaughtan, 2022). Job crafting enables employees to modify different facets of their work, including physical, cognitive, and relational elements (Dreer, 2022). These modifications enhance individuals' connection to work, augment

motivation, elevate job satisfaction, and foster beneficial outcomes for individual and organizational performance (Satrya, 2023). The job crafting process entails employee initiatives to modify their work approach, including altering specific responsibilities, fostering new contacts with colleagues or relevant parties, or reconfiguring their perception of their role to enhance its significance. This makes employees feel more empowered, engaged, and efficient in executing their responsibilities (Shang, 2022). Consequently, job creation is both a work management method and a potent instrument for enhancing employee psychological well-being (Kaur, 2023).

Despite comprehensive global research, organizations in Indonesia hardly investigate the use of job crafting. Numerous local firms encounter obstacles in facilitating job crafting initiatives owing to rigid hierarchical structures, limited flexibility, and an absence of an innovative culture that fosters employee creativity in their positions. As a result, firms frequently neglect to harness the complete potential of job designing to improve employee performance. The absence of corporate comprehension regarding the advantages of job crafting frequently leads to insufficient training or support for employees to implement this strategy. Job crafting possesses significant potential to assist people in adapting to alterations in the work environment, including technological advancements, escalating job complexity, and evolving organizational requirements (Ge, 2023).

Prior research indicates that job design significantly affects employee performance (Amran, 2022). Employees who actively modify their work through task reorganization, fostering more significant work relationships, or altering perceptions of their roles typically exhibit enhanced productivity and quality of work (Kiss, 2023). The job-creating process enhances efficiency and fosters intrinsic motivation, resulting in more employee engagement (Uçar, 2022). Studies highlighted that job crafting enables individuals to derive greater significance from their work, hence directly influencing job satisfaction, engagement, and motivation levels (Budiono, 2021; Dewi, 2022; Saryono, 2022). A further study demonstrated that job crafting can enhance individual competencies, fortify interpersonal relationships in the workplace, and mitigate stress levels resulting from elevated job expectations (Paracha, 2022). Consequently, job designing is crucial for enhancing long-term performance development (Tamba & Nawangsari, 2022). Employees who engage in job crafting tend to exhibit greater flexibility and innovation, enabling them to confront difficult work challenges effectively. This is highly pertinent in technological transformation and globalization, where firms must persist in their development and innovation (Yohana, 2022).

Organizational trust is a crucial factor that signifies employee faith in the organization's integrity, fairness, and competency in fulfilling its tasks and responsibilities (Silva et al., 2023). This trust establishes a robust and healthy working relationship between employees and the company (Qin & Men, 2023). Organizational trust is the foundation for a robust working relationship, wherein employees feel secure in demonstrating their commitment, whether through dedication or complete participation in organizational objectives (Zainab et al., 2022). This trust fosters a sense of reassurance and reciprocal respect among individuals and institutions (Joo et al., 2023).

Prior research indicates that elevated levels of organizational trust can substantially influence several critical facets of the workplace environment (Ha & Lee, 2022). Robust organizational trust can enhance employee motivation, foster greater engagement in work, and reinforce collaboration among individuals in the workplace. Motivation, involvement, and collaboration significantly influence employee productivity and performance (Armijos et al.,

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2025). Moreover, elevated trust levels foster psychological safety, which motivates employees to take initiative, innovate, and exhibit increased devotion to the firm (Lumineau et al., 2023).

The occurrence at PT Saudara Buana Samudera indicates that many circumstances frequently impede employee trust in the business. Factors such as insufficient transparency in decision-making, erratic management policies, and inadequate communication can undermine employee faith in the firm. Ambiguous policies and insufficient transparent communication frequently foster adverse perceptions among employees, potentially undermining their motivation, engagement, and performance. Moreover, diminished organizational trust might foster a less productive work environment where individuals are hesitant to take chances, share ideas, or fully engage in tasks.

The study's findings demonstrate that organizational trust significantly influences job crafting, enhancing employee performance (Gustafsson et al., 2021; Jaskeviciute et al., 2021; Silva et al., 2023). Elevated trust fosters psychological safety, prompting employees to proactively alter duties, cultivate deeper relationships with colleagues, and adopt a more optimistic outlook on their work (Joo et al., 2023). The job-creating process immediately enhances motivation, engagement, and productivity, bolstering employee performance and facilitating the attainment of organizational objectives (Zainab et al., 2022). Organizational trust is a crucial component that facilitates job crafting and is a strategic determinant in enhancing employee performance (Qin & Men, 2023).

Readiness for change denotes a constructive disposition and employee preparedness to embrace and confront alterations in the workplace (Arbiansyah et al., 2023). This mindset demonstrates the individual's willingness to embrace the necessary changes to fulfill the organization's objectives (Ratnawati & Sugiarti, 2023). Preparing for change is crucial in effectively executing organizational transformation (Reimer et al., 2024). Without this preparedness, the change process frequently encounters impediments, manifested as passive or active opposition from personnel (Matejun et al., 2024). Employees exhibiting high readiness for change are generally more receptive to innovation, more adaptable to work dynamics, and more proactive in enhancing employee productivity (Sengupta et al., 2023). This mindset not only assists the organization in confronting the problems of change but also positively influences the individual growth of the personnel (Widyastuti & Ardiyanti, 2024). Preparedness for change generates chances for individuals to acquire knowledge, cultivate new competencies, and enhance their contributions to company objectives (Wang et al., 2023).

However, in Indonesia, readiness for change remains a significant challenge in many organizations, especially in the industrial sector. Many employees resist change, which often appears in various forms, such as rejection of new policies, dissatisfaction with management, or lack of involvement in the transformation process. Previous research identified several key factors that cause resistance to change (Deng et al., 2023). Among them is the lack of effective communication from management regarding the goals and benefits of change and minimal employee involvement in decision-making related to the change process (Cluster et al., 2021). Lack of change ownership is also a major cause of resistance (Arfiansyah, 2021). Resistance to change can impede an organization's capacity to develop and remain competitive in a dynamic commercial landscape (Reimer et al., 2024). A pertinent strategy is job crafting, wherein employees can actively modify their tasks to enhance significance and improve work efficiency (Novitasari et al., 2024). Job crafting facilitates employee adaptation to change while enhancing engagement and productivity in their work (Kalbermatten, 2024).

Prior studies indicate that readiness for change is substantially correlated with job crafting, as people exhibiting high readiness for change are more likely to proactively modify their work

(Afrida et al., 2024). This mindset enables individuals to restructure activities, cultivate improved working connections, and reframe their work in a positive light (Meria et al., 2023). Furthermore, research has shown a substantial effect on employee performance quality and quantity (Ratnawati & Sugiarti, 2023). Employees prepared for change are generally more attuned to organizational demands, exhibit increased productivity in job completion, and uphold elevated work standards, even in dynamic or demanding circumstances (Osman & Yatam, 2024). Consequently, preparedness for change fosters job crafting and enhances overall employee performance.

This study offers a high value of novelty. In contrast, most studies on organizational trust, readiness for change, and job crafting are conducted in the context of organizations in developed countries, focusing on the service or education sector. This study provides a unique contribution by exploring the relationship between these variables in the context of local industries in Indonesia, specifically at PT Saudara Buana Samudera Medan. This approach provides more relevant insights for organizations in the industrial sector operating in different cultural and economic environments. This study offers practical insights for organizations in Indonesia, especially in managing organizational change and improving employee performance through a job crafting-based approach. The findings of this study can be the basis for designing strategies to improve organizational trust and employee readiness in facing changes that are often the main challenges for local companies.

2. Literature Review
2.1. Employee Performance

Employee performance is a crucial factor influencing a company's competitive capability against its rivals (F. R. A. Lubis, Syaifuddin, Sofiyan, et al., 2023). Optimal performance enhances internal productivity and fosters innovation, service quality, and customer pleasure, essential differentiators in market competition (F. R. A. Lubis, Syaifuddin, Lubis, et al., 2023). High-performing employees facilitate enhanced productivity for organizations. A productive workforce enables organizations to efficiently manage operating expenses, increase the output of products or services, and do it in less time than competitors (Syaifuddin, Lie, et al., 2024). High-performing personnel generate superior products and services, which significantly attract clients and assist organizations in sustaining or increasing market share (Tanady et al., 2024). Moreover, high-performing staff may deliver more professional, rapid, and efficient client service. This favorable customer experience enhances consumer happiness and fosters loyalty to the brand (Syaifuddin, Rezeki, et al., 2024).

High performance also fosters employee contributions to creating novel ideas, inventive products, or more efficient work processes (Y. Lubis, Ananda, et al., 2024). This innovation confers a competitive advantage to the organization by delivering solutions that competitors lack (Y. Lubis, Hernosa, et al., 2024). Moreover, high-performing personnel tend to exhibit greater flexibility and responsiveness to alterations in the business environment (Syaifuddin et al., 2023). Employees facilitate the company's rapid adaptation to evolving market trends and client demands, sustaining its competitiveness (F. R. A. Lubis, Syaifuddin, Lubis, et al., 2023). Elevated performance fosters a constructive and competitive organizational culture inside the company (Pebri, 2020). This culture promotes teamwork, collaboration, and a focus on attaining organizational objectives, enhancing the company's competitive position in the market (Hasibuan et al., 2022).

2.2. Job Crafting

Job crafting is an initiative employees undertake to modify their work duties, relationships, and perceptions to align more closely with their individual needs, strengths, and objectives (Dewi, 2022). This method enables individuals to derive meaning and satisfaction, dramatically enhancing work quality (Oprea, 2022). Job crafting allows individuals to reorganize their work to align more closely with their particular interests and competencies, hence enhancing intrinsic motivation and elevating job satisfaction in the execution of everyday duties (Sonata, 2021). This procedure enables staff to reorganize duties for enhanced effectiveness and efficiency (Toit, 2022). By concentrating on activities that yield optimal impact, employees can enhance productivity and the quality of job outcomes (Bakker, 2021). Moreover, job crafting motivates individuals to discover novel task execution methods, fostering innovations and original concepts that enhance organizational outcomes (Federici, 2022).

Prior research indicates that job designing directly and substantially impacts employee performance (Munir, 2021; Zhang, 2021). Job crafting is regarded as a means for employees to enhance their task management. Staff might alleviate stress and avert burnout by altering or streamlining duties deemed arduous or excessive (Hur, 2021). Moreover, by creating more significant work, employees experience a greater emotional connection to their positions and the firm (Ghazzawi, 2021). This enhances employee dedication to the organization and motivates them to deliver optimal performance (Baum, 2022).

H1: Job crafting has a direct and significant effect on employee performance.

2.3. Organizational Trust

Organizational trust significantly impacts employee performance (Kumari et al., 2021). This trust encompasses employees' confidence in the integrity, proficiency, and altruistic motives of leaders and colleagues (Guzzo et al., 2021). Employees who trust the organization typically exhibit elevated commitment, loyalty, and dedication to their responsibilities. Organizational trust fosters a favorable work environment where employees feel valued and supported. This state will enhance intrinsic motivation, improve performance, and elevate job satisfaction (Alshaabani et al., 2022). Employees who experience job satisfaction typically exhibit increased productivity and optimal performance. Organizational trust fosters clear communication, healthy relationships, and robust collaboration among team members. Trust cultivates a cooperative atmosphere where personnel collaborate to attain organizational objectives without apprehension of discord or treachery. Trust enhances employees' sense of security, mitigating uncertainty, stress, and potential conflict in the workplace (Ha & Lee, 2022). Employees who trust the organization generally experience enhanced stability, enabling them to concentrate on essential tasks. Moreover, organizational trust fosters a sense of ownership among employees toward the business. Elevated trust levels foster greater emotional attachment among employees to the organization, enhancing their motivation for continuing contributions (Keskin & Kiliç, 2024).

Prior research findings demonstrate that organizational trust significantly influences job crafting ((Elamin, 2024; Oh & Kim, 2024; Satori & Agung, 2017). Confidence in the organization can significantly enhance both the quality and quantity of employee performance. Moreover, in a trust-laden work atmosphere, people are more inclined to embrace change and adjust to new circumstances. Organizational trust is crucial for fostering harmonious relationships, enhancing employee engagement, job satisfaction, and productivity, and establishing sustainable performance within the firm.

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H2: Organizational trust directly has a significant effect on job crafting.

H3: Organizational trust directly has a significant effect on employee performance.

H4: Organizational trust indirectly has a significant effect on Employee Performance through job crafting

2.4. Readiness for Change

Readiness for Change refers to an individual's attitude, perception, and ability to deal with changes that occur in an organization (Dilnoza, 2022). This readiness is a key factor that influences employee performance, especially in organizations undergoing transformation or operating in a dynamic business environment (Wang et al., 2023). Readiness for change includes an individual's ability to accept, support, and adapt to change, positively impacting motivation, productivity, and achievement of organizational goals (Widagdo & Roz, 2024). Employees with a high level of readiness for change tend to be better able to adapt to change, both in terms of work processes, implementation of new technologies, and organizational policies (Osman & Yatam, 2024). This impact makes employees adapt faster, minimize transition time, and increase productivity (Reimer et al., 2024). Readiness for change also helps employees understand the urgency and benefits of change in achieving organizational goals. With a mindset that is open to change, employees are more involved and provide maximum contribution in supporting the organization's strategic initiatives (Meria et al., 2023). Readiness for change significantly reduces resistance to change that often arises in organizations (Matejun et al., 2024). Employees ready to face change find it easier to accept new policies without being hampered by fear or worry. This condition causes employees to be motivated to work more efficiently and focus on core tasks (Widyastuti & Ardiyanti, 2024).

Prior research indicates that preparation for change directly and substantially influences job crafting (Osman & Yatam, 2024; Runa, 2023; Sengupta et al., 2023). Employees' competencies significantly influence the reduction of labor errors (Tripuspita et al., 2023). Readiness for change fosters employee openness to creative concepts, contemporary technology, and improved work methodologies, hence cultivating an environment conducive to creativity and innovative solutions for organizational difficulties. Employees who are prepared for change generally have a more favorable perception of their work environment. Employees exhibit confidence in confronting the obstacles of change, possess heightened motivation to attain objectives, and thus enhance job satisfaction and overall performance (Arbiansyah et al., 2023).

H5: Readiness for change directly has a significant effect on job crafting.

H6: Readiness for change directly has a significant effect on employee performance.

H7: Readiness for change indirectly significantly affects employee performance through job crafting.

3. Research Methodology

This study employed a quantitative methodology to examine the impact of organizational trust and preparedness for change on employee performance, with job crafting as a mediating

variable. The approach was explanatory, as it sought to elucidate the causal relationships among the examined variables. The study population consisted of 78 permanent employees at PT Saudara Buana Samudera Medan, with a saturation sampling method applied to obtain the research sample. Consequently, all 78 individuals participated as respondents in this study. Primary data were collected through a survey using a structured questionnaire designed based on the indicators of each variable.

Organizational trust was assessed through three dimensions: organizational integrity (OT1), organizational competence (OT2), and organizational goodwill (OT3). Readiness for change was measured using indicators of awareness of the necessity for change (RC1), commitment to change (RC2), and confidence in the capacity to change (RC3). Job crafting was evaluated through task crafting (JF1), relational crafting (JF2), and cognitive crafting (JF3). Employee performance was assessed using four metrics: work quantity (EC1), work quality (EC2), punctuality (EC3), and work innovation (EC4).

To analyze the relationships among these variables, Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed as the analytical technique. PLS-SEM was selected due to its ability to examine both direct and indirect correlations within the model, making it particularly suitable for assessing the mediating role of job crafting in the relationship between organizational trust, readiness for change, and employee performance. This methodology was appropriate for research involving a moderately sized sample and a complex model structure.

4. Results and Discussion
4.1. Results
4.1.1. Evaluation of Measurement Model

Table 1. Measurement of convergent validity and internal consistency reliability

Variable	Indicators	Loadings
Organizational Trust	OT1	0.827
	OT2	0.845
	OT3	0.841
Readiness for Change	RC1	0.749
	RC2	0.756
	RC3	0.793
Job Crafting	JF1	0.836
	JF2	0.82
	JF3	0.824
Employee Performance	EC1	0.716
	EC2	0.758
	EC3	0.729
	EC4	0.724

Table 1 demonstrates that all indicators employed in the model possess a value over 0.7, signifying high reliability. This result indicates that each indicator reliably measures the study variables it denotes. Due to their excellent reliability, these indicators are deemed suitable for use as measurement instruments in this investigation. Moreover, the dependability of these

indicators confirms that the obtained data may be trusted to support additional analysis and produce valid conclusions. Consequently, further investigations of analogous variables may utilize these validated indications as a benchmark. This reliability significantly contributes to advancing research in pertinent disciplines, enabling other researchers to utilize these indications as references in subsequent studies.

4.1.2. Construct Reliability and Average Variance Extracted (AVE)
The results of data processing show that:

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Table 2. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Organizational Trust	0.955
Readiness for Change	0.912
Job Crafting	0.944
Employee Performance	0.917

Source: Data by Researchers (2024)

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Table 2 displays data demonstrating that all AVE values surpass 0.5. This signifies that the validity criterion has been satisfied based on the Average Variance Extracted (AVE) standards. The table indicates that the mean value for each construct is above the threshold of 0.5, reinforcing the model's validity. Furthermore, a composite reliability value exceeding 0.7 indicates that the indicators employed in this study are highly successful in measuring the intended variables.

4.1.3. Construct Reliability and Average Variance Extracted (AVE)
The following are the results of the hypothesis testing:

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Table 3. Direct Effect/Patch Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ($|O/STDEV|$)	P Values	Explanation
Job Crafting (Y1) -> Employee Performance (Y2)	0.351	0.384	0.073	2.407	0.001	Significant
Readiness for Change (X2) -> Employee Performance (Y2)	0.283	0.314	0.081	2.351	0.004	Significant
Readiness for Change (X2) Job Crafting (Y1)	0.144	0.153	0.045	2.123	0.003	Significant

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	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Explanation
Organizational Trust (X1) -> Employee Performance (Y2)	0.427	0.475	0.092	2.565	0.000	Significant
Organizational Trust (X1) -> Job Crafting (Y1)	0.391	0.438	0.067	2.581	0.000	Significant
Readiness for Change (X2) -> Job Crafting (Y1) -> Employee Performance (Y2)	0.286	0.314	0.034	2.076	0.005	Significant
Organizational Trust (X1) -> Job Crafting (Y1) -> Employee Performance (Y2)	0.347	0.393	0.094	2.552	0.001	Significant

4.2. Discussion

4.2.1. The Influence of Organizational Trust on Job Crafting

Based on data processing results, this study demonstrates that organizational trust significantly impacts job crafting at PT Saudara Buana Samudera Medan. The findings of this study align with previous research, highlighting that organizational trust can foster employees' willingness to take initiative in their tasks (George et al., 2020; Guzzo et al., 2021; Solinas-Saunders & Lambert, 1980). Trust fosters a sense of security that empowers people to explore and invent without apprehension of adverse repercussions. Furthermore, a study indicated that trust in the organization enhances employee commitment, subsequently motivating employees to adopt a more proactive approach to fulfilling their responsibilities (Salanova et al., 2021). Underscored that trust in management enhances interpersonal ties inside the organization and fosters employee confidence in assuming greater responsibility and implementing essential changes in their work (Lumineau et al., 2023). Moreover, an organization's trust is a crucial foundation that enhances the relationship between management and employees, facilitating more transparent communication and efficient collaboration (Oh & Kim, 2024). This trust enables employees to feel more empowered to tailor their work to their requirements and preferences, fostering new work methodologies (Zainab et al., 2022). Organizational trust underpins strong working relationships and stimulates individuals to proactively enhance and adapt their positions (Satori & Agung, 2017).

The findings indicate that the management of PT Saudara Buana Samudera Medan may enhance employee trust by clarifying policies, providing consistent support, and fostering an inclusive workplace culture. These initiatives guarantee that trust remains a fundamental

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component that motivates employees to engage actively and innovatively in attaining organizational success. The trust developed between employees and the business fosters a psychologically safe work environment, wherein individuals feel supported and at ease to take the initiative in modifying their work. When trust is firmly established, employees are more inclined to proactively modify their tasks, responsibilities, and positions to align with their abilities, interests, and professional objectives. This enhances efficiency and bolsters productivity, ultimately contributing to the organization's success.

4.2.2. The Influence of Readiness for Change on Job Crafting

This study's findings indicated that preparation for change significantly impacts job crafting at PT Saudara Buana Samudera Medan. This conclusion aligns with the results of previous studies, which affirms that openness to change incentivizes individuals to engage actively in the job-crafting process (Alqudah et al., 2022; Szőts-Kováts & Kiss, 2023). Employees prepared to embrace change exhibit a greater propensity to modify roles to align with organizational dynamics and job requirements (Dewi, 2022). This mindset enhances work productivity and enables individuals to attain their objectives more effectively (Alqudah et al., 2022). A critical component that can motivate employees to take a more proactive approach to managing their work is their willingness to change (Ratnawati & Sugiarti, 2023). To enhance this preparedness, firms must provide a conducive work atmosphere, offer training relevant to change, and promote clear communication (Permana, 2021). These measures can enhance employees' comfort in confronting change and increase their motivation to refine their roles through job crafting (Novitasari, 2020).

This discovery indicates that employees are prepared to embrace change; they are increasingly proactive in modifying their duties, responsibilities, and roles to conform to job requirements and the evolving dynamics of the workplace. The disposition towards change encourages individuals to exhibit increased flexibility and adaptability in their duties, enabling them to confront new problems with enhanced confidence and self-assurance. Consequently, the management of PT Saudara Buana Samudera Medan must cultivate a work culture that fosters and promotes adaptability to change. Furthermore, we recommend that firms provide training to improve staff readiness to address emerging difficulties. This step will enhance employees' preparedness and enable them to contribute effectively to attaining company objectives.

4.2.3. The Influence of Organizational Trust on Employee Performance

The hypothesis testing results indicate that organizational trust significantly affects employee performance at PT Saudara Buana Samudera Medan. The findings of this study align with previous studies, which underscore that organizational trust directly correlates with employee performance (Elamin, 2024; Lumineau et al., 2023; Zanabazar et al., 2024). This trust establishes a basis for enhancing employee dedication to their obligations and responsibilities while fostering greater motivation in the workplace (Joo et al., 2023). Employees exhibit trust in the organization and its management; hence, staff members are more emotionally and professionally engaged in their work, resulting in enhanced productivity and performance (Solinas-Saunders & Lambert, 1980). Moreover, trust enhances communication among team members, diminishes misconceptions, and expedites problem-solving. Trust can mitigate coordination hurdles that frequently hinder team performance, resulting in a more efficient workflow and enhanced outcomes (Qin & Men, 2023). Organizational trust fosters a healthy work atmosphere, enhances teamwork, and improves the team's capacity to confront obstacles

more successfully (Jaskeviciute et al., 2021). Management is essential in cultivating and maintaining trust throughout the organization by enforcing equitable policies, promoting transparent communication, and recognizing employee efforts (Rahman et al., 2021). When trust is established, organizations can continuously achieve superior performance (Alshaabani et al., 2022).

The implications of these findings confirm that trust between employees and the organization plays an important role in creating a productive and harmonious work environment. When employees possess high trust in the organization, they are generally more motivated and devoted and feel secure in making optimal contributions. Organizational trust fosters a sense of employee ownership over the company's objectives. Employees who perceive management as fair, transparent, and aligned with the greater good are generally more loyal and engaged. Within the PT Saudara Buana Samudera Medan framework, this trust may be a principal factor in enhancing employee performance at both individual and collective levels.

4.2.4. The Influence of Readiness for Change on Employee Performance

This study demonstrates that preparation for change significantly influences employee performance at PT Saudara Buana Samudera Medan, as evidenced by the results of hypothesis testing. This study aligns with previous research, which emphasizes the importance of preparation for change as a vital element in the effectiveness of organizational transformation (Kalbermatten, 2024; Osman & Yatam, 2024; Reimer et al., 2024). This preparedness encompasses employee assurance in the advantages of change, managerial backing, and the organization's capacity to engage people in the process (Matejun et al., 2024). Individuals exhibiting high preparedness for change are more adaptable, demonstrate innovation, and attain optimal work performance (Afrida et al., 2024). Readiness for change is a crucial component in organizational transformation and significantly contributes to fostering a favorable work environment that enhances individual productivity and performance (Tripuspita et al., 2023). Organizations must emphasize honest communication, pertinent training, and emotional and technical support to enhance employee readiness for change (Widyastuti & Ardiyanti, 2024). This facilitates employee comfort with change and guarantees that each individual can optimally contribute to company objectives (Ratnawati & Sugiarti, 2023).

The findings indicate that the organization's preparedness for change significantly influences both the implementation of change and the individual performance of employees at PT Saudara Buana Samudera Medan. Organizational preparedness for change denotes the degree to which the organization has established a conducive atmosphere for employees to accept, comprehend, and participate in the change process. The management of PT Saudara Buana Samudera Medan is effectively preparing for change through meticulous preparation, transparent communication, and an inclusive strategy, resulting in increased employee confidence in fulfilling their responsibilities. This can enhance employee motivation, accountability, and capacity to address diverse job difficulties more efficiently. Moreover, management's preparedness for change fosters employee trust and commitment to transformation. Effective change management enables employees to view changes as opportunities for development rather than threats. Management must ensure that change is adequately communicated and give sufficient emotional support to assist employees in overcoming fear or uncertainty that may emerge. Furthermore, technical support, including training and mentoring, is essential for personnel to be competent to navigate change.

4.2.5. The Influence of Job Crafting on Employee Performance

The study's findings demonstrate that job crafting positively and significantly affects employee performance at PT Saudara Buana Samudera Medan. This suggests that employees who proactively modify activities to better correspond with their abilities, interests, or objectives typically exhibit enhanced performance. This method enables individuals to engage more deeply in tasks, enhances motivation, and increases their contributions to work outcomes. This outcome aligns with previous studies which underscored the significance of job crafting in enhancing employees' comprehension of their roles within the firm (Bakker, 2021; Hu et al., 2024; Munir, 2021). Job creation enables employees to modify tasks to better correspond with their individual and organizational abilities, interests, and objectives (Sonata, 2021). This method enhances job satisfaction and productivity (Baghdadi et al., 2021). When employees perceive greater influence over their work, they are typically more motivated and engaged, enhancing individual and organizational performance. Furthermore, research by Aqdas corroborates these findings, indicating that individuals who proactively manage and alter their roles exhibit greater work efficiency and enhanced performance outcomes relative to those who do not participate in job creation (Aqdas, 2021). Employees who redefine their positions optimize their potential and enhance their contributions to company objectives (Ding, 2020).

The study's findings indicate that PT Saudara Buana Samudera Medan management must proactively enhance employees' job-crafting abilities through various strategic initiatives. One strategy that can be implemented is establishing a training program to assist employees in recognizing the significance of aligning their work with their abilities, interests, and organizational objectives. Moreover, enhancing autonomy in decision-making about staff assignments is crucial to augment employee accountability and engagement. Firms can foster a more adaptive and inventive work environment by allowing individuals to redefine their roles. This measure will enhance employee potential and bolster the company's resilience against external difficulties. This method can enhance employee job happiness, motivation, and productivity while positively influencing overall corporate performance.

4.2.6. The Influence of Organizational Trust on Employee Performance Through Job Crafting

The data analysis results indicate that organizational trust significantly impacts employee performance at PT Saudara Buana Samudera Medan, with job crafting serving as a mediating factor in this relationship. The findings of this study align with previous research that substantiates that organizational trust fosters employee proactivity in task design, enabling employees to operate more efficiently and innovatively (Gustafsson et al., 2021; Ifada & Komara, 2023; Manira & Effendy, 2024). Organizational trust is essential for fostering a work climate that promotes peaceful and effective interpersonal connections (Muliati & Indriani, 2024). Moreover, organizational trust is crucial in fostering collaboration between leaders and employees, enhancing work dedication and organizational success (Rahayu et al., 2023). Furthermore, organizational trust mitigates uncertainty in professional connections, enabling individuals to experience greater security and motivation in executing their responsibilities (Awang et al., 2023).

The outcomes of this study suggest that organizational trust plays a key role in fostering a supportive work environment, enabling employees to feel at ease in taking initiative, expressing creativity, and engaging more actively in their responsibilities. This trust fosters a more inclusive work environment, enhances individual accountability, and promotes more effective collaboration among employees and between employees and management. Moreover,

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these findings suggest that organizational trust is not merely an ancillary element in workplace relationships but a fundamental pillar in fostering healthy, dynamic, and productive connections. This trust fosters transparency, enhances communication, and diminishes psychological obstacles hindering employees from performing at their best. Moreover, corporate trust fosters a climate conducive to employee self-development, enhancing both professionalism and intrinsic motivation. Trust enhances employees' motivation to address job issues and adapt to change.

4.2.7. The Influence of Readiness for Change on Employee Performance Through Job Crafting

Data analysis results indicate that preparation for change strongly influences employee performance at PT Saudara Buana Samudera Medan via job crafting. The findings of this study align with previous studies, indicating that employee willingness to embrace change greatly impacts job innovation (Arbiansyah et al., 2023; Runa, 2023; Wang et al., 2023). Employees have a strong readiness to adapt. They are generally more receptive to novel concepts, more driven to devise innovative solutions, and more capable of surmounting problems stemming from workplace changes (Meria et al., 2023). This preparedness enables employees to perceive change as a growth opportunity, encouraging job innovation (Sengupta et al., 2023). Moreover, highlighted that job designing mediates readiness to change and employee performance (Reimer et al., 2024). Job crafting allows employees to proactively modify their tasks and responsibilities to align with their particular requirements, talents, and interests, fostering an environment conducive to inventive behavior. Furthermore, Osman and Yatam corroborate these findings by emphasizing that job designing enhances employee engagement, fostering creativity and innovation (Osman & Yatam, 2024). Additional research indicates that individuals who proactively manage their work are more inclined to produce innovative ideas that benefit the firm (Widagdo & Roz, 2024).

The findings of this study suggest that the management of PT Saudara Buana Samudera Medan must design a change strategy that actively engages employees to secure their involvement in the innovation process. Establishing a work environment that facilitates job crafting can enhance employee engagement and productivity, which are critical factors in fostering innovation in the workplace. Consequently, management must guarantee that the organizational culture fosters an environment for employees to investigate and cultivate innovative ideas. We may accomplish this by offering sufficient support for change preparation and promoting job crafting as a fundamental aspect of human resource management.

5. Conclusion

Based on the hypothesis test, it can be concluded that organizational trust significantly negatively impacts employee performance at PT Saudara Buana Samudera Medan. Employees who experience organizational trust tend to experience decreased motivation, emotional exhaustion, and distortions in their self-perception of work, ultimately impacting decreased employee performance. Then, the non-physical work environment, including organizational culture, interpersonal relationships, social support, recognition, and leadership style, positively affects employee performance at PT Saudara Buana Samudera Medan. A supportive and positive work environment can reduce the negative impact of organizational trust and increase employee performance. Meanwhile, this study suggests that the management of PT Saudara Buana Samudera Medan should periodically review and adjust the workload to avoid excessive accumulation of tasks and ensure that employees have adequate resources to complete

employee work. Then, offer opportunities for career development and relevant training to help employees improve their skills and feel more involved in their work.

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The authors have declared no potential conflicts of interest regarding this article's research, authorship, and/or publication.

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