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Exploring the Role of Perceived Supervisor Support: A Serial Mediation of Approach Job Crafting and Thriving at Work in Enhancing Job Satisfaction

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Abstract

The purpose of this study is to explore the underlying mechanism of approach job crafting and thriving at work that explain the relationship between perceived supervisor support and job satisfaction among public sector employees. Drawing on job demand and resource model and organization support theory, the study aims to investigate the proposed serial mediation in public sector employees in Pakistan. By examining the sequential relationships among perceived supervisor support, approach job crafting, thriving at work, and ultimately job satisfaction, this research seeks to provide a comprehensive understanding of the dynamics within public sector organizations and offer insights for enhancing employee satisfaction. Based on cross sectional data from 369 public sector employees, Smart PLS 4 and structural equation modeling (SEM) were employed to analyze the data and study the serial mediation effect. Strong empirical evidence was found for all the proposed hypotheses. The findings indicated that stronger perceptions of supervisor support are associated with higher levels of job satisfaction among employees. Furthermore, approach job crafting and thriving at work mediate this relationship, highlighting the employee behavior to actively shape their roles and experiences at work. The findings show a path for public sector employees to capitalize on the antecedents to employee job satisfaction. Furthermore, it is suggested that public sector organizations should encourage active supervisor support to promote employee job satisfaction. In doing so, it is important to ensure that the employees are provided a workplace that pursues and encourages approach job crafting for enhanced levels of job satisfaction through thriving at work. This study expands the research on approach job crafting and sheds light on important conditions under which perceived supervisor support promotes job satisfaction in public sector employees in Pakistan. The study holds

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importance for public sector employees, supervisors and the public sector departments at large.

Keywords: Approach job crafting, job satisfaction, perceived supervisor support, public sector, thriving at work

Introduction

Achieving 58.97 percent SDG goals, Pakistan currently stands at 128th position out of a total of 193 UN member states (Sachs et al., 2023). According to a United Nations Development Programme (UNDP, 2015) report on SDGs, the progress depends on the performance and motivation of government employees (Jackson, 2020). They are the backbone of all the efforts that deliver outcomes. Sadly, the morale of government employees across the globe has fallen, eroding the performance of government organizations (Udofia et al., 2021). In this regard, employee motivation, commitment, and job satisfaction are among salient factors that influence their performance (Delfgaauw & Dur, 2008). Furthermore, the situation in developing countries get worse due to poor work conditions and low pay (UNDP, 2015). Added together, these factors pose a threat to the achievement of SDGs. The performance of public service has a key role in the economic and social development of any country. The success of public services is highly dependent on the services provided by human resources in the public service (Pusparini, 2023). These primarily include the public sector supervisors and employees.

Perceived supervisor support (PSS) is a crucial factor in employee well-being and job satisfaction (JS). Workers who sense strong support from their supervisors are more inclined to feel a sense of thriving in their workplace (TAW). They are likely to have higher levels of engagement, motivation, and commitment to their work. The link between perceived supervisor support and thriving at work has been supported various research studies. Employees who perceive low levels of supervisor support may feel unsupported, undervalued, and disconnected from their work environment. This can lead to decreased job satisfaction, lower levels of engagement, and even higher levels of stress and burnout. Furthermore, Mylona and Mihail (2022), found that PSS also positively influences employees' psychological well-being and job performance. It is important for organizations to foster a supportive and positive supervisor-employee relationship, as it may become critical for overall employee well-being and organizational success.

The perception of supervisor support plays a critical role in employee TAW. It refers to a state where individuals perceive vitality, growth, and fulfillment in their professional lives. It goes beyond job satisfaction, encompassing factors such as positive engagement, personal development, and a flourishing overall well-being within the work environment. Thriving employees usually have high levels of energy, resilience, and a positive impact on their work and colleagues. Studies have emphasized the significance of job resources, such as autonomy and social support, in promoting TAW. Goh et al. (2022) found that the role of personal resources, such as self-efficacy and optimism, in enhancing thriving. Furthermore, studies highlight the need for a positive work environment that fosters growth and development. Scholars have significantly contributed to the understanding of thriving in the workplace and its practical implications for promoting employee well-being and performance (Moore et al., 2022).

Job satisfaction is a multifaceted phenomenon that generally reflects the likes and dislikes of employee towards their jobs. It has direct bearing on the employee performance, including positive effect on employee retention and reducing employee turnover (Aman-Ullah et al., 2023). It is arguably the most important factor in enhancing performance and organizational success. JS is a multidisciplinary concept that transcends professions, jobs and contexts and it is generally associated with how an employee feels towards his assigned work within the organization (Spector, 1997). In his review Zhu (2013) identified some of the prominent JS definitions and argued that JS is based on the attitude towards life and influences whole life. According to Weiss (2002), JS covers a wide array of factors, including both job characteristics and the work environment. Ellickson and Logsdon (2001), argue that it is the degree to which employees derive satisfaction from their job. Irrespective of how you look at JS, it is related to positive outcomes beneficial to employee and organization (Kleine et al., 2019).

Public sector organizations work to manage resources on behalf of citizens, aiming to serve them rather than seek profit (Putra et al., 2023). These organizations vary according to their field of operations including education, health care, law and order, transportation and disaster management (Rainey, 2009). The efficiency and effectiveness of public services directly impact citizens' quality of life and societal progress. Government employees play a critical role in delivering essential services to communities and fostering public trust in government institutions.

Moreover, well-functioning public services contribute to the overall stability and prosperity of a nation, serving as pillars for sustainable development and inclusive growth (Osborne, 2020). Above discussion points to the crucial role of public sector employees and encourage to take steps for their wellbeing. However, given the current situation, there are frequent protests that result in sit-ins and closure of government offices. The causes of such protests include changes in employment terms, pay disparities, and changes in pension plans, etc. (Talib, 2023). Therefore, it is essential for governments to prioritize initiatives that enhance the productivity and well-being of public sector employees. In light of this, the study JS across government sector departments is important (Aman-Ullah et al., 2023).

Job crafting (JC) is a bottom-up job design strategy through which employees modify certain aspects of their jobs to better suit their preferences (Chen, 2023). It has two main theoretical streams. First, based on social identity theory, Wrzesniewski and Dutton (2001), introduced job crafting as involving changes to tasks, relational or cognitive perceptions implemented by employees in their job roles. This concept of job crafting targets the employee focused motivational side; therefore, it is labelled as role-based job crafting (Bruning & Campion, 2018). Second, as proposed by Tims and Bakker (2012), job crafting includes increasing challenging job demands, decreasing the hindering demands of their jobs, and increasing social and structural job resources. Due the job demand resource focus of this perspective it was labelled as the resource-based job crafting (Bruning & Campion, 2018). Importantly, Zhang and Parker (2019), brought these two streams together by proposing a hierarchical structure of the job crafting as approach job crafting and avoidance job crafting. Approach job crafting (APJC) focuses on actively finding ways to capitalize on opportunities for better job fit, thereby promoting job satisfaction and performance (Tims et al., 2022). On the other hand, avoidance job crafting (AVJC) focuses on minimizing or removing harmful and undesirable aspects of the job (Tims et al., 2022). Most of the quantitative studies are based on the Tims and Bakker (2012) job crafting scale (Manzoor et al., 2024). The three sub-components of this scale including increasing challenging job demands, increasing social job resources, and increasing structural job resources are often studied collectively in research on APJC (Harju et al., 2021).

JC is largely under researched, Lopper ([2023](#)) suggests to study job crafting in relation to work related outcomes, whereas, Bashir et al. ([2021](#)), argue for research on JC in public sector departments. Along this line, Bruning and Campion ([2018](#), [2022](#)) have emphasized investigation of approach and avoidance job crafting in studies using various moderators, mediators and outcomes in different professional settings.

This study is significant in a couple of ways. First, it addresses a gap in literature by investigating the mediating roles of approach job crafting (APJC) and thriving at work (TAW) in this relationship, specifically focusing on public sector employees. Thirdly, the study aims to contribute to job crafting theory and advance the understanding of APJC. Moreover, building on the findings of Irfan et al. ([2023](#)), this study aims to address an identified gap by investigating the significance of perceived supervisor support for APJC.

Literature Review

Link between Perceived Supervisor Support and Approach Job Crafting

PSS refers to an employee's subjective perception or belief regarding the level of support they receive from their immediate supervisor or manager at their workplace. This perception is based on the employee's interpretation of the supervisor's actions, behaviors, and communication. Scholars have defined perceived supervisor support in various ways, and the concept is often described within the broader framework of perceived organizational support (POS). PSS and POS share a connection because employees believe that supervisors represent the organization (Hossin et al., [2021](#)). Moreover, employees recognize that supervisors' assessments of subordinates are frequently communicated to higher management, thereby enhancing the link between supervisor support and POS. PSS specifically points to employees' perceptions of the degree to which their immediate supervisor appreciates their contributions, looks after their well-being, and is willing to help and support them (Caesens et al., [2023](#)).

Employees take self-initiated actions to make job more suitable for themselves to create a better person job fit (Chen, [2023](#)). Through APJC employees broaden their available pool of resources and explore opportunities to create that fit (Tims et al., [2022](#)). Employee relational environment plays a significant role in employee JC. Tasks at work and the

interpersonal interactions go hand in hand, therefore, such influences may encourage or deter JC behaviors (Huyghebaert-Zouaghi et al., 2021). Supervisor support plays crucial role in employee overall JC; however, Fong et al. (2020), specifically explored the approach and avoidance job crafting under supervisor support. Audenaert et al. (2020), posit that social support has a profound effect on employee JC tendencies in the public sector. In light of above discussion, it is hypothesized that:

H1: PSS has a positive direct relationship with APJC.

Link between Approach Job Crafting and Thriving at Work

The idea of "thriving at work" has gained attention in organizational psychology and related fields, and scholars have offered various definitions and perspectives on what it means (Kleine et al., 2019). Generally, TAW is characterized by a state of positive and holistic well-being, where individuals not only perform well but also experience a sense of vitality, growth, and fulfillment. It's important to note that the concept of it is a multidimensional and may be measured in various ways (Paterson et al., 2014). Overall, thriving represents a positive and flourishing state that goes beyond mere job satisfaction or performance metrics. By definition, TAW is a psychological state that connects sense of vitality and learning. The vitality connotes positive energy, while learning amplifies feeling of competence and efficacy (Spreitzer et al., 2005). Hence, it may be crafted depending upon the context and design (Mansour & Tremblay, 2021).

TAW highlights individual psychological state and the sense of growth in the work context (Porath et al., 2012). TAW may promote active engagement with others and can contribute to personal growth. Specifically, it provides a positive perspective on social interactions in the workplace and enhances the subjective well-being of employees (Goh et al., 2022).

Spreitzer et al. (2005), argued that employees engage in JC to actively influence job context that helps them to thrive. Thus, enabling employees to proactively tailor their work to their work environment to better suit their needs and aspirations. Employees will be in a position to acquire and invest more resources in work if they already have some (Tims & Bakker, 2012). Hence, having initial resources may provide a foundation for further resource accumulation and utilization at the workplace (Mansour & Tremblay, 2021). Therefore, the resources gained through APJC may enable an employee to enhance personal resources such as TAW,

contributing to a positive cycle of resource acquisition and utilization within the work context (Kira et al., 2010). Along this reasoning, Liu et al. (2021), argue that job crafting is among important antecedents of TAW.

H2: APJC has a positive direct relationship with TAW.

Link between Thriving at Work and Job Satisfaction

TAW remains crucial for organizations because it helps reduce issues related to employee burnout and disengagement. Employees who thrive are more likely to be motivated, productive, and committed to their roles (Paquette et al., 2023). On the other hand, it is strongly related to positive outcomes such as improved performance, job satisfaction and other extra role behaviors (Farid et al., 2023). TAW is integral to employee growth and development (Goh et al., 2022) and there is strong impact on employee performance and job satisfaction (Kleine et al., 2019). This, in turn, fosters a positive work culture and enhances overall organizational performance. Prioritizing initiatives that support employee well-being and flourishment can lead to long-term benefits for both individuals and the organization (Porath et al., 2012).

Organization have achieved remarkable success in achieving positive outcomes as a result of participating in thriving initiatives across the board. For example, public sector manufacturing organizations have seen positive outcomes from emphasizing thriving at work (Guan & Frenkel, 2020). Similarly, the UK government has implemented an intensive thriving program for its civil service employees (Stevenson & Farmer, 2017). In their detailed review on TAW, Shahid et al. (2021), found job satisfaction among its most important consequences. For this reason, public and private organizations have been trying to make thriving workplaces to enhance JS and enhance performance (Goh et al., 2022). This focus on job satisfaction is rooted in the understanding that satisfied employees are more productive and engaged. Studies have shown that a positive work environment can lead to lower turnover rates and higher employee retention (Porath et al., 2012). Moreover, initiatives aimed at improving job satisfaction often result in increased motivation and morale among the workforce. Ultimately, organizations that prioritize job satisfaction tend to experience better overall performance and employee well-being (Moore et al., 2022).

H3: TAW has a positive direct relationship with JS.

Perceived Supervisor Support to Approach Job Crafting to Thriving at Work to Job Satisfaction

How well employees do at work and the outcomes they achieve such as productivity and creativity, depend on their relationship with their supervisor. A good relationship with the supervisor can positively impact both job performance and overall well-being. (Rathi & Lee, 2017). PSS is a crucial factor in organizational psychology and employee well-being. Due to PSS, employees are likely to come across JS, engagement and commitment to their work. This support can manifest into various positive outcomes including TAW (Huo & Jiang, 2021).

In the work context, JC is associated with a range of positive work outcomes such as increased JS (Mukherjee & Dhar, 2022; Tims et al., 2022). Boehnlein and Baum (2020), APJC is positively related to various types of employee wellbeing such as work engagement and JS. Earlier studies have established that POS or autonomy predicts JC behaviors which results in higher employee engagement, better performance and JS in employees (Devotto et al., 2021). In a systematic review of job satisfaction among public sector employees from six continents Putra et al. (2023) found that it results in positive outcomes including better performance.

Various scholars have explored that job crafting as well as TAW play significant key role in the relationship between PSS and JS (Abid & Contreras, 2022). These studies shed light on the interplay between these variables in organizational contexts. Building on the discussion in earlier sections and evidence from extant research, this study brings together APJC and TAW in the same model to explain the influence of PSS on JS.

H4: There is a serial mediation effect of APJC and TAW in the relationship between PSS and JS.

Furthermore, this study considers the already established link between PSS and JS. The positive relationship between PSS and JS has been thoroughly studied and well established in research. Numerous studies have consistently shown that higher levels of perceived social support correlate with increased positive outcomes including job satisfaction (Eisenberger et al., 2020). This suggests that supportive relationships in the workplace contribute significantly to employees' overall satisfaction with their jobs (Jolly et al., 2021). Understanding and fostering these supportive

environments can thus be crucial for promoting employee well-being and organizational effectiveness (Aydin et al., 2022).

Theoretical Framework

Considering the interplay of multiple aspects of work environment, Organization Support Theory (OST) Eisenberger et al. (2020) was used to explain the model. It is a comprehensive model that has the power to bring together various aspects of work experiences in the organizations. PSS is conceptualized as a pivotal support with a substantial impact on the general well-being and performance of employees. TAW, an outcome linked to an adequate supply of available support is highlighted. It not only includes support from supervisors but also positive psychological experiences within the workplace. Together APJC and TAW reflect the use of already available resource to gather additional resources. This framework posits the interconnectedness of these variables in shaping the work environment and influencing employee outcomes. These perspectives within the OST offer a clear understanding of the complex relationships between PSS, APJC, TAW and JS within organizations.

Figure 1
Hypothesized Model

Research Methodology

This research explored the elements that impact employee satisfaction within a positivist paradigm, focusing on public sector organizations of Pakistan. It examined how employees engage in approach job crafting (APJC) while performing their duties (Khawaja et al., 2023). Job resources are among vital aspects of job characteristics. This research contends that

employee job satisfaction could improve if employees actively expand their supporting job resources. Looking through the lens of job crafting theory, employees may proactively engage in bottom-up job redesign to tailor their roles to their individual preferences, potentially enhancing their wellbeing including performance and job satisfaction. This self-initiated approach to job modification establishes employees' agency in shaping their work environment to better align with their needs and strengths.

Sample Size and Data Collection

The population for this study comprised the employees working in various public sector organizations in Pakistan, this is in line with Masood et al. (2021), who argued that job crafting is present across various ranks and types of organizations. Specifically targeting government employees, scholars have surveyed employees working in various public sector organization for their research on this demographic (Khawaja et al., 2023). Employing a purposive sampling technique, cross-sectional data was collected through in-person, self-administered survey questionnaires. A total of 650 questionnaires were distributed, however, after data cleaning, 369 complete and usable responses were available for subsequent analysis. This is more than adequate under ten times rule (Hair et al., 2017). Participants encompassed diverse age groups, educational backgrounds, and levels of experience.

Measures

The measurement scales utilized in this study were sourced from multiple scholars. Each item was assessed on five-point Likert scale (1 = *Strongly Disagree* to 5 = *Strongly Agree*). PSS was measured using four item scale developed by Andreou et al. (2011). An example item is, "My supervisor cares about my opinions". APJC was evaluated with nine-items adopted from Tims and Bakker (2012) short form job crafting scale (Ingusci et al., 2019). Three items each for increasing challenging job demands, increasing social job resources and increasing structural job resources were used as a composite for APJC (Signore et al., 2023). An example is "I try to develop my capabilities." TAW was measured using Porath et al. (2012), scale. It consists of 10 items, five each for vitality and learning. A sample item includes, "At work I am developing a lot as a person". JS was measured with Cock et al. (1981) scale with seven items. An example item is "All in all, how satisfied are you with your job?"

Demographics

Of the 369 respondents, 199 (53.9 percent) were male and 170 (46.1 percent) were female. According to descriptive results, 241 (65.3 percent) of the respondents were in 21 to 30 years age group, 104 (28.2 percent) of the respondents were in the 31 to 40 years age group, and only 24 (6.5 percent) respondents were above 50 years of age. The majority of the respondents 151 (40.9 percent) had between 6 to 10 years of job experience. Some 50.7 percent were Bachelors' degree holders. The results of the descriptive analysis for vital demographic variables are given in the following table 1:

Table 1
Descriptive Statistics

	N	Percentage
Gender		
Male	199	53.9
Female	170	46.1
Age		
21-30	241	65.3
31-40	104	28.2
More than 50	24	6.5
Qualification		
Masters'	90	24.4
Bachelor	187	50.7
MS/MPhil	53	14.4
Other	39	10.6
Experience		
Below 5 yrs.	73	19.8
6 to 10 yrs.	151	40.9
11 to 15 yrs.	116	31.4
More than 15 yrs.	29	7.9

Results

This study used SMART PLS 4 partial least square structural equation model with 10000 bootstrapping to test the proposed hypotheses. Table 2 provides the factor loadings, Cronbach's alpha and CR of all the variables in the proposed model. The reliability of all the items in the study was determined by the Cronbach's alpha which ranged from 0.845 to 0.969.

Convergent validity was confirmed through average variance extracted (AVE) and factor loadings. All items showed factor loadings exceeding the 0.50 threshold value on their respective variables (Kline, 2011).

Table 2
Factor Loadings

Construct		Loadings	Alpha	AVE	CR
Perceived supervisor support	pss1	0.819	0.845	0.683	0.896
	pss2	0.821			
	pss3	0.870			
	pss4	0.793			
Approach job crafting	apjc1	0.743	0.908	0.578	0.925
	apjc2	0.750			
	apjc3	0.777			
	apjc4	0.783			
	apjc5	0.783			
	apjc6	0.795			
	apjc7	0.789			
	apjc8	0.663			
	apjc9	0.752			
Thriving at work	taw1	0.726	0.930	0.616	0.941
	taw2	0.754			
	taw3	0.822			
	taw4	0.831			
	taw5	0.802			
	taw6	0.757			
	taw7	0.733			
	taw8	0.813			
	taw9	0.806			
	taw10	0.796			
Job satisfaction	js1	0.908	0.969	0.842	0.974
	js2	0.844			
	js3	0.906			
	js4	0.937			

Construct		Loadings	Alpha	AVE	CR
	js5	0.932			
	js6	0.938			
	js7	0.955			

Table 3

Correlations

	PSS	APJC	TAW	JS	Mean	Std. Deviation
PSS	**0.826**				4.501	0.605
APJC	.634[**]	**0.760**			4.520	0.525
TAW	.683[**]	.631[**]	**0.785**		4.629	0.475
JS	.197[**]	.072	.100	**0.895**	3.701	0.945

Note. **. Correlation is significant at the 0.01 level (2-tailed).

Means, standard deviations and correlations are given in Table 3. Heterotrait-Monotrait ratio (HTMT) is a discriminant validity measure that has been proven to be superior to cross-loadings and Fornell Larcker in Monte Carlo simulations, as proposed by Henseler et al. (2015). In order to assess discriminant validity, HTMT inference was recommended for PLS path modeling. The threshold value for HTMT inference is 0.909 (Henseler et al., 2015). This study has acceptable discriminant validity because all the values are within the HTMT threshold (Table 4).

Table 4

Discriminant Validity HTMT Criterion

	APJC	JS	PSS	TAW
APJC				
JS	0.086			
PSS	0.719	0.217		
TAW	0.688	0.105	0.773	

Furthermore, the model fit was then checked using the square root mean (SRMR) values, which came out to be 0.050 for saturated model and 0.079 for estimated model. As shown in table 5, Henseler et al. (2015), also confirmed that an SRMR value less than the 0.08 threshold limit is deemed a good fit index.

Table 5
Model fit

	Saturated model	Estimated model
SRMR	0.050	0.079
Chi-square	1450.08	1545.386

Higher correlation among variables may cause multicollinearity in model and may affect its statistical significance. The threshold value of variation inflation factor (VIF) is used to check multicollinearity and it should be less than 5 (Kim, 2019). Therefore, this model is safe from the risk of multicollinearity because all the VIF values are well within the acceptable threshold value (table 6).

Table 6
Multicollinearity

	VIF
APJC -> TAW	1.000
PSS -> APJC	1.000
TAW-> JS	1.000

Common Method Bias

In the process of collecting data, the bias of respondents can influence results when they complete survey questionnaires for both independent and dependent variables simultaneously. This may potentially lead to what's known as Common Method Bias (CMB) (Podsakoff et al., 2024). The CMB was assessed through Variance Inflation Factor (VIF) in PLS SEM. In this study all the VIF values (table 6) are less than 3.33, therefore, the model can be considered free of common method bias (Knock, 2015).

Four hypotheses were tested in the structural model using 10000 bootstrapping in SmartPLS 4. Based on the PLS SEM data shown in table 7, PSS had a significant positive effect on APJC (β=0.633, p=0.000), therefore, H1 was supported. In addition, APJC had a significant positive effect on TAW (β=0.635, p=0.000), hence, H2 was supported. TAW had a significant positive influence on JS (β=0.106, p=0.035), hence H3 was supported. Further, the specific indirect effect H4 was found to be significant on JS (β=0.043, p=0.047). Overall, the results show the significant mediation of APJC and TAW in the relationship between PSS and JS. The direct positive influence of PSS on JS is well established in

previous research (Oubibi et al., 2022), therefore, this study did not propose it. Some other specific indirect effects, though significant were not hypothesized.
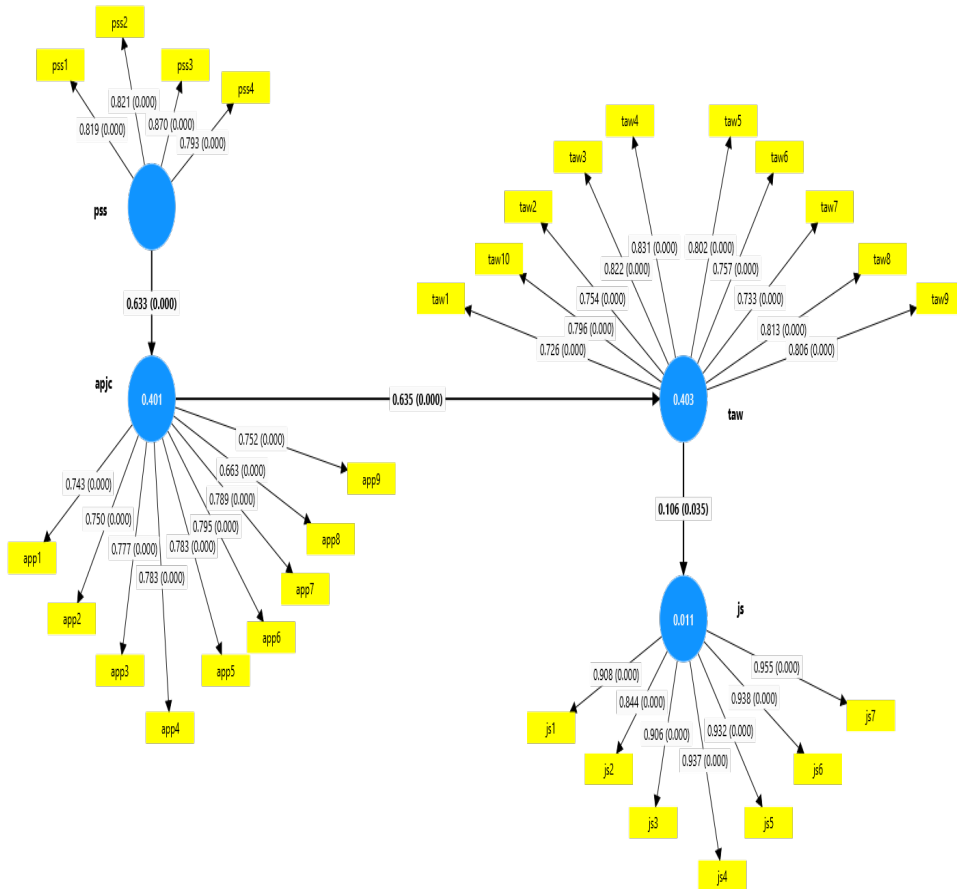
Figure 2

Structural Model

Table 7
Model Test Results

	Original sample (β)	Sample mean (M)	Standard deviation (STDEV)	*p* values	Decision
PSS -> APJC	0.633	0.637	0.047	0.000	Supported
APJC -> TAW	0.635	0.639	0.044	0.000	Supported
TAW -> JS	0.106	0.115	0.050	0.035	Supported

Specific indirect					
PSS -> APJC -> TAW -> JS	0.043	0.047	0.021	0.047	Supported
PSS -> APJC -> TAW	0.402	0.408	0.046	0.000	
APJC -> TAW -> JS	0.067	0.074	0.032	0.039	

Discussion

The effects of APJC and TAW as serial mediators in the relation of PSS on JS were proposed and tested in the hypothesized model. As proposed, the direct effects of PSS on APJC, APJC on TAW and TAW on JS were all significant as per statistical results. Furthermore, the results also showed that both APJC and TAW significantly meditate the proposed relationship. Hence, the indirect effect of PSS on JS through the serial mediation of APJC and TAW was significant, in line with previous studies (Oubibi et al., 2022).

These findings highlight the critical role that perceived supervisor support plays in fostering an environment where employees feel empowered to engage in approach job crafting and exercise autonomy in managing their tasks. By enhancing participation in approach job crafting, supervisors can facilitate a greater sense of control and flexibility for employees, which is essential for effectively handling workload and increasing job satisfaction (Tims et al., 2022). This pathway suggests that employees who perceive higher levels of support from their supervisors are more likely to engage in proactive behaviors that allow them to modify their job roles to suit their personal strengths and needs. The positive impact on job satisfaction highlights the importance of fostering an organizational culture that emphasizes supportive leadership and encourages employee autonomy. Promoting proactive engagement further contributes to enhanced employee well-being and overall organizational performance (Putra et al., 2023).

Theoretical and Managerial Implications

Job crafting has gained traction in the present-day workplace (Lanke et al., 2024). However, earlier studies gave limited attention to the influence of Perceived Supervisor Support on Approach Job Crafting and consequently on employee Job Satisfaction. The findings suggest that APJC plays a significant role in explaining the employee JS. In addition, as serial mediators APJC along with TAW significantly explain the relationship between PSS and JS. This research expands the scope of job crafting theory by exploring into the interactions among its constituent variables. By integrating empirical evidence and theoretical framework, it not only

reaffirms the role of job crafting but also sheds light on the vital aspect of APJC as a key determinant. Furthermore, the study's exploration of the interplay of PSS, APJC, and TAW on JS contributes to a more comprehensive understanding of how individual behaviors and psychological resources influence workplace satisfaction dynamics. These insights hold implications for both practitioners and scholars, offering valuable guidance for organizations seeking to foster a culture where employee feel satisfied with their jobs in the public sector. Thus, this study not only advances theoretical discourse but also provides practical implications for public organizations to boost employee performance. Furthermore, JS has been established to generate positive outcomes such as commitment and retention while reducing undesirable outcomes such as turnover intentions.

In addition, this study offers several recommendations for organizations aiming to cultivate and nurture positive organizational behaviors among their employees so that they remain content with the organization and their jobs. Firstly, creating an environment that rewards self-driven actions can be beneficial for sustained performance. Organizations can achieve this by providing employees with support, inculcating a sense of ownership and commitment towards organizational goals. Secondly, supporting employees by granting them autonomy and decision-making authority over their work processes can enhance their sense of motivation. Hence, support not only leads to positive psychological outcomes but also encourages employees to proactively modify their work environments to optimize performance. Furthermore, investing in training and development programs that equip employees with the necessary skills and resources to engage in job crafting activities can further enhance their capacity for thriving and satisfaction with their jobs. By embracing these recommendations, organizations can create environments that ultimately foster learning, vitality and satisfaction in an ever-changing work landscape.

Research Limitations and Future Research Directions

This study has forwarded some interesting theoretical and practical implications. However, there are some limitations that future research may explore. This study used cross sectional design. Using mixed method research design for future studies is recommended for a more comprehensive understanding of the variables in the present model. Exploring APJC as a moderator between thriving and job satisfaction could

offer intriguing insights. Additionally, future research could leverage multiple data sources and employ a time lag design for added depth and clarity. Furthermore, examining how contextual factors may influence the relationship between variables could enrich our understanding.

Conclusion

Organizations exist in a dynamic state, forcing jobs and tasks to alter accordingly for maintaining consistent high performance (Wegman et al., 2018). Due to unique settings, public sector employees work under taxing conditions that put higher demands on employees. Thus, the focus remains on employees who proactively craft their jobs when job demands are high (Chen & Tang, 2022). Job crafting allows employees to align their tasks and responsibilities with their strengths and interests, thereby increasing job satisfaction and productivity. This proactive behavior can lead to improved well-being and reduced stress levels among employees. Furthermore, it fosters a sense of ownership and control over their work, which is crucial in high-pressure environments. Consequently, organizations benefit from enhanced performance and a more engaged workforce.

This study aligns with research that supports that PSS and APJC improve employee JS. It also emphasizes on paying more attention to the specific role of approach job crafting as a mediator (Bruning & Campion, 2022; Tims & Bakker, 2012). It emphasized to explore the opportunities to utilize and gather resources for improved performance (Lopper et al., 2023). Additionally, the findings highlight that fostering a strong sense of connection and ownership over one's work leads to a multitude of positive organizational behaviors. When workers feel encouraged to take the lead and make positive changes in their work, they tend to do better and feel happier with their jobs (Bindl et al., 2019). This is shown when workers take charge and carefully plan their tasks based on what they're good at and what they like. This proactive involvement helps create a good atmosphere at work, which sets the stage for success and competitiveness for both workers and the organization.

Conflict of Interest

The authors of the manuscript have no financial or non-financial conflict of interest in the subject matter or materials discussed in this manuscript.

Data Availability Statement

The data associated with this study will be provided by the corresponding author upon request.

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