Research Article

Cenk Tufan, Özlem Yaşar Uğurlu*, İbrahim Sani Mert, and Duygu Kizildag

Job Crafting among Airport Security: The Role of Organizational Support, Work Engagement and Social Courage

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Abstract: The dynamic nature of security risks confronting the global aviation industry necessitates a deeper understanding of the factors influencing job-crafting behaviors among airport security officers. Grounded in the Job Demands-Resources model, this study aims to investigate the impact of perceived organizational support, work engagement, and social courage (SC) on job crafting among airport security officers. Data were collected from 379 airport security officers at Antalya Airport, Turkey's busiest airport, through face-to-face surveys conducted between January and December 2022. The findings indicate that organizational support positively influences job crafting, with work engagement mediating this relationship. Furthermore, SC moderates both the relationship between work engagement and job crafting and the strength of the mediating effect of work engagement on the relationship between organizational support and job crafting. This study addresses gaps in the literature by providing a detailed framework that illustrates how organizational support, work engagement, and SC impact job crafting among airport security officers in a non-Western context. Promoting organizational support and fostering employees' SC can enhance job-crafting behaviors, leading to a more adaptable and resilient workforce capable of addressing the evolving security challenges in the aviation industry.

Keywords: airport security, organizational support, job crafting, social courage, work engagement, moderated mediation model

1 Introduction

In 2023, the global aviation industry, with an estimated market value of $841.4 billion (Statista, 2024), experienced a 36.9% increase in total airline traffic compared to the previous year (IATA, 2024). This growth is demonstrated by approximately 100,000 daily flight operations and the transportation of around 57.7 million tons of cargo by air (CAPA, 2024). The rising demand necessitates effective management of processes within the aviation industry. Under conditions of uncertainty, the increase in flights requires not only the execution of flight schedules but also the management of issues related to heightened air traffic, delays, emergencies, and accidents (Teimoori et al., 2021; Tohidi Nasab et al., 2023). Additionally, the sector's economic significance and media visibility have made it a target for activists seeking to exploit terrorist incidents for message dissemination, a strategy facilitated by the widespread use of social media (Misra, 2018). In response to evolving terrorist methods, airport security officers play a crucial role in detecting threats posed by passengers and their belongings (Michalski & Radomyski, 2019).

Meanwhile, as airports worldwide continue to adopt market-oriented business strategies, the quality of all services provided – including security, essential operations, airport infrastructure, handling facilities, and commercial amenities – has become a key focus for airport management (Adeniran & Fadare, 2018). Satisfaction with these services is reflected in the overall evaluation of airport service quality. In addition to the effective performance of security officers, their courtesy and helpfulness are also crucial factors in this satisfaction (Chike & Stephens, 2021).

* **Corresponding author: Özlem Yaşar Uğurlu,** Department of Business Administration, Faculty of Economics, Administrative, Sciences, Gaziantep University, Gaziantep, Turkey, e-mail: o.y.ugurlu@gmail.com
Cenk Tufan: Department of Aviation Management, Faculty of Applied Sciences, Akdeniz University, Antalya, Turkey, e-mail: tufancenk1@gmail.com
İbrahim Sani Mert: Department of Economics and Administrative, Faculty of Economics, Administrative and Social Sciences, Antalya Bilim University, Antalya, Turkey, e-mail: sanimert@gmail.com
Duygu Kizildag: Department of Human Resource Management, Faculty of Economics and Administrative Sciences, Izmir Democracy University, Izmir, Turkey, e-mail: duygu_kizildag@hotmail.com
ORCID: Cenk Tufan 0000-0002-2809-3996; Özlem Yaşar Uğurlu 0000-0001-5165-5603; İbrahim Sani Mert 0000-0002-2850-1865; Duygu Kizildag 0000-0001-5354-7729

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Addressing the need to manage not only terrorist acts but also other unexpected events, measures to reshape and redefine security officers' duties are essential for enhancing their motivation and effectiveness (Shin & Hur, 2021). Researchers are increasingly focused on improving employees' ability to navigate uncertain work situations and perform tasks efficiently (Park et al., 2020; Theoharakis et al., 2024). The Job Demands-Resources (JD-R) Model, which examines the impact of the physical and mental demands of a job on employees and identifies resources that help mitigate these demands to enable successful outcomes, has become particularly prominent in this line of research (Bakker & Demerouti, 2014). This model is also effective in identifying the job resources that can mitigate the challenges faced by security officers. Therefore, understanding factors such as perceived organizational support and work engagement is crucial, as these influence security personnel's emotional motivation and working conditions, thereby shaping their job-crafting behaviors (Baker, 2020).

According to the JD-R model, 'job crafting' refers to an individual's ability to flexibly modify the relational, cognitive, and task boundaries of their job, aligning it with their needs and self-image through personal initiative. In other words, individuals reshape their work by altering tasks and relationships (Hetland et al., 2018). This concept suggests that even in the most constrained and repetitive jobs, employees can positively reshape their work experiences (Bakker et al., 2020; Tims & Parker, 2020). Perceived Organizational Support (POS) refers to the extent to which individuals feel encouraged to perform their duties due to their perception of organizational support, which includes factors such as freedom, empowerment, career advancement, approval of autonomy, and supervisor support. In this context, POS provides opportunities that facilitate employees' job crafting (Hur et al., 2021). Work engagement (WE) is a complex motivational state in which employees commit themselves to their work mentally, emotionally, and physically (Kahn, 1990).

Antalya Airport is a critical infrastructure component for the tourism sector, offering direct international flights to numerous destinations across Europe. Additionally, given the region's importance in Turkey's greenhouse cultivation, Antalya Airport plays a vital role in transporting agricultural products to external markets (Öçal, 2022). The airport's expanding terminal buildings, modern infrastructure, and exceptional passenger services contribute significantly to the region's tourism and commerce by providing a travel experience that meets international standards. Consequently, we chose to conduct our study on the security officers working at Antalya Airport, which experiences heavy passenger traffic due to tourism.

During our literature review, we identified gaps concerning the factors that could enhance the Job Crafting (JC) of airport security officers by boosting their motivation in response to unexpected situations and events that threaten aviation security. To address this, we decided to examine the combined effects of POS, WE, and SC, which we believe can strengthen the JC of security personnel. Notably, our review did not uncover any studies that simultaneously employ POS, WE, and SC variables to enhance JC. Existing research in aviation security literature primarily focuses on the emotional motives and perspectives of air traffic controllers (Jou et al., 2013; Makara-Studzińska et al., 2021; Martinussen & Richardsen, 2006) and pilots (Brezonakova, 2017; Chang et al., 2023; Demerouti et al., 2019). This research was conducted to address gaps in the academic literature and to explore topics recommended for future study by scholars. De Bloom et al. (2020) emphasize the need for research on the antecedents that influence employees' JC, noting that further studies are necessary to identify these factors. Kaltiainen et al. (2024) highlight the importance of SC among employees and call for more research to explain the relationship between JC and SC. Tan et al. (2020) suggest investigating the mediating and moderating variables that may influence the relationships between POS, WE, and JC within the framework of the JD-R model.

Building on this foundation, the aim of this study, grounded in the JD-R model, is to examine the mediating role of WE in the relationship between POS and JC, as well as the moderating role of SC in the effect of WE on JC among security officers at Antalya Airport. To this end, research data were collected from 379 participants through face-to-face surveys conducted at Antalya Airport between January 2022 and December 2022, using a simple random sampling method.

This study makes several key contributions to the body of literature. First, in the context of aviation security, it identifies POS, WE, and SC as the primary antecedents of JC among airport security officers. The research offers a comprehensive framework by examining the mediating role of WE and the moderating role of SC in enhancing JC through POS. It was found that POS influences JC through the mediating effect of WE, and SC significantly strengthens the impact of WE on JC. The findings from this study can serve as a valuable guide for aviation security managers and provide academics with insights that could lead to further value-creating research in this area. Lastly, our research is expected to provide practical guidance on how airport security personnel in countries with high environmental dynamism, such as Turkey, can enhance their job crafting to effectively cope with unexpected events and challenges while fulfilling their duties. In summary, this study makes a significant contribution to the existing knowledge base by establishing a comprehensive

framework that clarifies how POS, WE, and SC influence JC among airport security officers in a non-Western context.

Additionally, several recent studies provide relevant insights for our ongoing investigation of 'Job Crafting among Airport Security' both in terms of methodology – such as moderating and mediating analyses – and subject matter. These studies offer valuable information on organizational change, worker dynamics, sustainability, and operational effectiveness, which can guide future research on similar topics. For instance, Munyeshuri et al. (2023) explored strategic planning during workforce disruptions, examining methods to mitigate labor shortages in post-pandemic logistics. Ghasemian et al. (2020) utilized Fuzzy SWARA to analyze organizational transformation challenges, underscoring the importance of overcoming these hurdles to adapt to evolving environments. Zhang et al. (2023) examined organizational practices and sustainability by investigating the relationship between corporate social responsibility (CSR) and earnings persistence. To address declining favor for an educational institution, Xu et al., (2023) proposed an integrated approach combining hard and soft operations research. Zheng et al. (2022) conducted an in-depth analysis of customer behavior in e-platform recycling, providing significant insights for recyclers and channel management. Meanwhile, Adeniran and Gbadamosi (2017) explored how concessioning improved airport operational efficiency and identified potential privatization candidates in Nigerian. Lastly, Kordsofla and Sorourkhah's (2023) studied the strategic adaptation of travel agents.

Motivating factors in the workplace, such as POS and dedication to work, encourage staff to employ unconventional skills and adapt their behavior in business environments characterized by constant change and uncertainty (Errida & Lotfi, 2021). The heightened level of danger and threat faced by security officers underscores the importance of courage among personnel. Consequently, courageous behavior is linked to an attractive, unconventional, and broad-minded approach, as well as openness to new experiences (Namal et al., 2024). Brave and open-minded employees are more likely to devise innovative solutions to challenges, experience lower stress levels, and engage in unconventional behaviors to overcome their concerns (Hannah et al., 2007).

We suggest that courage in uncommon situations is more likely to manifest in security officers who exhibit high levels of dedication to their work and feel supported by their organization. While their selfless traits and emotional state influence this behavior, social courage (SC) also plays a significant contextual role. Commitment can be reinforced by SC, particularly when security officers face challenging situations that require bravery. Therefore, we argue that SC may enhance security officers' intrinsic motivation in a moderating role. This increased motivation could drive them to improve job design and seek greater purpose in their work when confronted with unusual or difficult circumstances.

It is essential to identify the factors that can effectively safeguard the physical infrastructure of airports, aircraft, passengers, cargo, and personnel, as well as the emotional motivation of security officers responsible for ensuring operational security. To the best of our knowledge, no existing study in the literature simultaneously examines variables such as POS, WE, SC, and JC among security personnel in the aviation industry. In this context, to determine the antecedents that influence the emotional motivation of security officers, we formulated our research questions as follows:

- What are the antecedents of JC from the perspective of airport security officers' emotional motivations? What is its connection with employees' POS?
- Does WE mediate the relationship between POS and JC?
- What are the distinguishing characteristics of employees with high WE and courage levels? Do high levels of WE and courage strengthen employees' JC?

We investigate Research Question 1, which focuses on the antecedents of Job Crafting (JC) stemming from the emotional motivations of airport security officers and its connection with employees' POS. This is supported by Hypothesis 1, which posits a positive influence of POS on JC. Additionally, Research Question 2 explores whether Work Engagement (WE) mediates the relationship between POS and JC, as proposed in Hypothesis 2. Finally, Research Question 3 examines the characteristics of employees with high levels of WE and SC and their impact on JC. This corresponds to Hypotheses 3 and 4, which respectively propose that SC moderates the relationship between WE and JC and moderates the strength of the mediating relationship between POS and JC through WE.

Our study focused on the airport context to highlight the specific challenges and demands that airport security agents' face, which makes their job-crafting behaviors particularly relevant and important. The airport environment is characterized by high levels of uncertainty, pressure, and the need for quick decision-making, all of which can significantly influence how individuals shape their roles to meet these expectations. By analyzing job crafting within this specific framework, we aim to clarify how security officers modify their responsibilities and to provide insights into the broader implications for SC, work engagement, and organizational support in enhancing job crafting behaviors. This investigation is crucial for identifying strategies and solutions that can improve workers' performance under pressure and their overall well-being.

This research provided the theoretical background, formulated the research hypotheses, and developed the research model. In the subsequent phase, the scales used in the research are presented, followed by a discussion of the analyses conducted to test the hypotheses and their results. In the final section, the research findings were evaluated, the study's limitations were acknowledged, and recommendations were offered to academics and industry managers who may wish to pursue this topic in the future.

2 Theoretical Basis

The planning and implementation of job design processes by organizational leadership are often insufficient to address the evolving nature and demands of work conditions prevalent across nearly every sector today (Caravani et al., 2021). The widespread use of social media, technological advancements, and shifts in employee expectations due to changes in the nature of work necessitate job redesign. This scenario has led to the emergence of new, differentiated, individualized job design methods driven by proactive employee behaviors. For this reason, JC, which has gained significant popularity in organizational behavior studies, involves reorganizing the quality and content of employees' jobs and duties by leveraging various skills and competencies to enhance their work performance (Harju et al., 2021; Hu et al., 2020; Mäkikangas & Schaufeli, 2021; Tims et al., 2021; Wang et al., 2020). The literature highlights that job crafting is crucial for increasing employee well-being, enhancing performance, improving person-organization fit, and reducing burnout and resistance to change (Ekmekcioglu & Nabawanuka, 2023; Maden-Eyiusta & Alten, 2023; Shin et al., 2020; Vakola et al., 2021; Zhu et al., 2022).

JC refers to employees' ability to proactively design their work to be more efficient and effective, tailoring it to their preferences (Tims & Parker, 2020). Within the organizational context, numerous studies have applied the JD-R model (Demerouti et al., 2001) to explain JC (Lazazzara et al., 2020; Van Wingerden et al., 2017). According to the JD-R model, JC occurs when employees modify the demands and resources of their job to make it more meaningful, satisfying, and enjoyable (Zhang & Parker, 2019). Job demands refer to the cognitive and emotional effort required to perform the physical, social, psychological, or organizational tasks associated with a job (Bakker & de Vries, 2021). Job resources, on the other hand, are the aspects of a job that aid in achieving goals, reducing stress, and fostering personal development. (Mazzetti et al., 2023). According to the JD-R model, JC behaviors help balance an individual's job resources and demands by increasing resources and decreasing demands (Costantini et al., 2021).

Based on these arguments, we can assert that JC enables personnel to reorganize their work, both psychologically and physically, by exhibiting proactive behavior when facing unexpected situations during their tasks (Zhang & Parker, 2019). According to the JD-R model, individuals who feel supported by their organization are more likely to remain composed in unexpected situations, demonstrating SC through WE, which leads to improved organizational outcomes. Employees who exhibit such behavior often take on risks beyond their job descriptions, reshaping their tasks and relationships through job crafting to redefine their work (Hetland et al., 2018). As Lazazzara et al. (2020) and Tims and Parker (2020) noted in their studies, JC allows employees to create positive outcomes in their roles, even in routine tasks or roles with limited opportunities for initiative.

Although our research draws on relevant concepts from social exchange theory and the JD-R model, we have integrated these concepts into a unified conceptual model. In the Hypothesis Development section below, we detail how SC, work engagement (WE), and perceived organizational support (POS) interact and influence one another, enabling airport security officers to craft their jobs (JC).

2.1 POS and JC

POS, considered a key factor in employee behavior, was first defined by Eisenberger et al. (1986) as the extent to which employees believe that the organization values their well-being and contributions. POS describes the relationship between how an organization treats its employees and how these employees feel about their work and the organization as a whole (Zagenczyk et al., 2010). This concept is rooted in Gouldner's (1960) principle of reciprocity and Blau's (2017) social exchange theory. According to Gouldner's principle, employees who perceive their organization as valuing their efforts and welfare are more likely to demonstrate positive work behaviors and attitudes (Eisenberger et al., 2001; Rhoades & Eisenberger, 2002). Similarly, social exchange theory suggests that employees who perceive strong organizational support will reciprocate by displaying favorable job attitudes, exerting significant effort, and performing effectively (Sears et al., 2016). Consequently, when employees perceive high levels of organizational support, they not only feel a sense of loyalty toward their employers but also believe they should engage in behaviors that align with organizational goals, putting in additional effort to maintain a balanced exchange relationship. Specifically, high POS fulfills employees' socio-emotional needs, leading to greater emotional attachment to the organization

and increased engagement in their work (Pimenta et al., 2024; Wayne et al., 1997).

In this context, where employees and the organization hold mutual expectations, a psychological contract exists in addition to the formal employment contract established between employees and their organizations (Aselage & Eisenberger, 2003). Under such circumstances, employees are more inclined to take on extra responsibilities beyond their assigned tasks because they feel supported by the organization (De Clercq & Pereira, 2021; Moustafa et al., 2024). When employees perceive organizational support, they are more likely to adapt to their roles and reframe how they perceive the value and purpose of their work. Moreover, elevated levels of POS can enhance employee motivation (Eisenberger et al., 2001; Junça Silva & Pinto, 2024), leading to increased job performance (Kurtessis et al., 2017; Rhoades & Eisenberger, 2002) and job commitment (Eisenberger & Stinglhamber, 2011; Hngoi et al., 2023). Additionally, POS is a critical contextual variable that either supports or inhibits JC among employees. POS empowers employees to engage in JC behaviors by proactively modifying their job tasks and work relationships, redefining job boundaries and conditions, and reshaping the meaning of their work (Sethi et al., 2023; Thai et al., 2023).

JC behaviors refer to employees' actions to implement desired organizational changes driven by their own initiatives (Petrou et al., 2012). Employees who engage in JC behaviors are motivated to make their jobs meaningful for themselves, independently of others (Wrzesniewski & Dutton, 2001). With this motivation, they autonomously modify their jobs by expanding the scope and requirements of their tasks based on their preferences and abilities (Berg et al., 2010). In this context, POS is evaluated as a variable that may either promote job crafting at different levels or inhibit job redesign, well-being, and career satisfaction (Berg et al., 2013).

When employees feel supported by their organization and recognize that they are valued and cared for, they are more likely to take the initiative to modify and enhance their work tasks and relationships, without needing external prompts (Demerouti & Bakker, 2014; Lyons, 2008; Peng, 2018). Such proactive behavior not only makes work more meaningful for employees but also indirectly contributes to overall organizational performance (Wrzesniewski & Dutton, 2001). Empirical studies have shown that individuals who perceive high levels of organizational support report higher levels of job-crafting behavior. POS and JC behavior are positively correlated with increased work engagement, subsequent performance, and employee satisfaction (Cheng & Yi, 2018; Geldenhuys et al., 2021, Tufan, 2023).

Hypothesis 1. POS has a positive significant impact on JC

2.2 The Mediating Role of WE

The concept of WE was first introduced by Kahn (1990), who defined it as the extent to which individuals fully embrace their roles within the organization, becoming physically and mentally involved in their work while remaining emotionally connected to their tasks. WE is a multifaceted concept that goes beyond mere commitment and satisfaction, enabling employees to fully dedicate themselves to their jobs (Maslach et al., 2001). Unlike related concepts, such as organizational commitment, WE emphasizes the employee's integration with and loyalty to the job itself (Schaufeli & Bakker, 2004).

WE is a positive and gratifying mental state associated with work (Schaufeli et al., 2002), characterized by a sense of pride in one's work and a positive approach to tasks (Maslach et al., 2001). In the literature, WE is considered the antithesis of burnout; employees who are highly engaged are distinguished by their energy and enthusiasm, in contrast to those experiencing burnout (Bakker et al., 2008). Engaged employees form an emotional connection with their jobs, viewing their work as enjoyable rather than stressful and demanding (Schaufeli & Bakker, 2010). From an organizational perspective, engaged employees align their personal development with organizational growth and integrate their own interests with those of the organization to achieve tasks in line with their sense of identification (Ashforth et al., 2008).

Studies indicate that employees with strong WE demonstrate proactive behavior, take initiative (Sonnentag, 2003), and experience higher job satisfaction than their counterparts (Demerouti et al., 2001). Positive feelings about work also enhance employee performance (Bakker et al., 2008). High levels of WE enable employees to invest more energy into their work and cultivate greater self-awareness, which is associated with the realization of innovative behavior (Kim & Koo, 2017). Engaged employees exhibit job-crafting behaviors by modifying their jobs and work environments when necessary (Tims et al., 2013). They take on different tasks to make their work more meaningful and ensure that it aligns with their skills and requirements. Additionally, they generate new business ideas and exert extra effort to make their jobs more meaningful and better suited to their individual needs and abilities (Bakker et al., 2012; Nielsen et al., 2017; Tims et al., 2013). At the same time, employees with a high degree of WE are more proactive in finding ways to solve existing problems and overcome challenges in their work (Bakker et al., 2020). Studies have shown that engaged employees are more likely to exhibit JC behaviors

in response to job resources and demands, thereby creating a more suitable and challenging work environment (Bakker et al.,2012; Ghadi, 2023; Jaleel & Sarmad, 2024; Laguía et al., 2024). Furthermore, individuals with high levels of engagement tend to display optimism, passion, and enthusiasm in their work (Den Hartog & Belschak, 2012). These positive emotions are likely to enhance their cognitive abilities, leading to greater creativity and an increased capacity for personal growth and meaningful performance (Bindl et al., 2019). Additionally, WE has been found to positively impact overall life satisfaction (Gupta & Singh, 2021).

Hypothesis 2. The relationship between POS and JC is mediated by WE.

2.3 The Moderating Role of SC

In the literature, early definitions of courage are associated with emotional strengths that involve the exercise of will to achieve goals despite external forces or internal resistance (Peterson & Seligman, 2004). Due to criticisms regarding their lack of clarity, these definitions evolved to conceptualize courage as a process. A frequently cited definition, Rate et al. (2007) identifies courage through the dimensions of intention, deliberation, risk, and noble purpose. Focusing on the risk from these dimensions, three types of courage have been identified: physical, moral, and social (Howard et al., 2016). Unlike other dimensions, SC is a prosocial behavior where the risks involved pertain to the actor's esteem in the eyes of others or involve taking risks in pursuit of socially valued goals (Larsen & Giles, 1976). SC is the capacity to articulate one's viewpoints and choices freely, even in the face of potential social criticism or repercussions, without conforming to the expectations, viewpoints, or choices of others (Schilpzand et al., 2015). Additionally, SC is considered a form of brave behavior because it entails the risk of damaging relationships, careers, or an individual's social image in the perception of others (Howard et al., 2017; Schilpzand et al., 2015).

In organizational structures, courage is a virtue that plays a significant role. Beyond being an essential element in the organizational context, courage has also emerged as a moderator variable in recent studies (Namal et al., 2023; Namal et al., 2024). Managers are expected to demonstrate courage in their decision-making processes to ensure effective management, while employees are encouraged to act courageously when confronted with unjust situations (Detert & Bruno, 2017; Detert & Burris, 2007). Within this context, different forms of courage can be exhibited: SC is displayed when ethical norms are violated, physical courage is required in situations that may cause harm, and SC arises when actions benefit the organization but may damage relationships (Howard & Holmes, 2020; Woodard & Pury, 2007).

SC involves fearlessly expressing one's thoughts to those in positions of authority, despite the potential drawbacks, such as losing social relationships, damaging friendships, and sacrificing material benefits for the sake of the organization (Detert & Burris, 2007; Greitemeyer et al., 2006). SC is regarded as a form of organizational citizenship behavior and is considered crucial for optimal organizational functioning (Howard et al., 2017; Howard, 2021). Studies consistently suggest that individuals who demonstrate SC at work are more likely to voice their opinions (Howard & Holmes, 2020; Howard, 2019), exhibit higher job performance (Howard, 2019; Magnano et al., 2022), positively influence workplace outcomes (Howard et al., 2017), lead others effectively (Bashir et al., 2011) and show lower levels of counterproductive behaviors. Considering these positive relationships, SC can be regarded as a robust predictor of desirable workplace behaviors (Howard, 2019).

Employees who exhibit high levels of SC are known for their willingness to take risks and confront challenges despite their fears. When faced with difficult situations, these employees express their opinions and prioritize actions that align with their values, without focusing on potential benefits or costs (Howard & Holmes, 2020). Additionally, they may be inclined to modify their job roles, tasks, or work environments to enhance performance, improve unit efficiency, and positively impact the overall organizational climate (Howard et al., 2016), ultimately seeking a more fulfilling work experience. Employees with SC are also more likely to take the initiative and engage in job creation activities. SC at work encourages relational job crafting, which enhances social resources and fosters a positive attachment to the workplace (Kaltiainen et al., 2024). Additionally, individuals with high levels of courage are more likely to be motivated to achieve their goals and exhibit behaviors that lead to positive work outcomes (Howard et al., 2017; Magnano et al., 2019). The relationship between WE and JC may be strengthened by SC, as courageous employees are inclined to seek ways to improve their workplace and take calculated risks to achieve their objectives. Conversely, employees who lack SC may be less inclined to take initiative, even if they are highly committed to their jobs.

Hypothesis 3. Employees' SC moderates the relationship between WE and JC.

The strength of the indirect correlation between JC and POS may have been affected by the SC behavior of employees

during the assessment of Hypotheses 2 and 3. In other words, the indirect effect of POS on JC through WE was more pronounced for employees with high levels of SC. SC can amplify the impact of POS on JC behaviors. When employees demonstrate SC, they are more likely to leverage the organization's resources and support system to take initiative and tailor their roles to fit their needs and preferences. Consequently, employees with SC are likely to exhibit a stronger mediating relationship between JC, WE, and POS compared to those without SC. In light of these findings, we propose the following moderated mediation hypothesis:

Hypothesis 4. Employees' SC moderates the strength of the mediating relationship between POS and JC through WE, such that the mediating relationship is more robust when employees have SC behavior.

3 Research Method

3.1 Aim and Sample of the Study

The purpose of this research is to examine the moderating influence of workplace SC on the relationship between WE and JC, as well as the mediating role of WE in the relationship between POS and JC. Additionally, the study aims to determine whether employees' SC moderates the strength of the mediation relationship between POS and JC through WE. Data were gathered at Antalya airport between January 2022 and December 2022 through a survey using a simple random sampling method. The study population consists of aviation security officers. This cross-sectional survey was conducted in Antalya City, a city in South Türkiye. Due to its strategic location, Turkey connects the continents of Asia and Europe, serving as a bridge between Eastern and Western civilizations (Yanık, 2023). The ongoing war between Ukraine and Russia in the north, occasional conflicts between Azerbaijan and Armenia in the east, conflicts in Iraq and Syria in the south, and the war between Israel and Palestine highlight the unstable environment that threatens Turkey's security. From another perspective, Turkey is a major attraction for tourism, known for its unique natural beauty and magnificent facilities along the Mediterranean, Aegean, and Black Sea coasts (Gül et al., 2020). Each year, millions of tourists from various countries safely enjoy their holidays in Turkish facilities, with the majority opting for air travel (Albayrak et al., 2020). According to the human resources department, approximately 650 aviation security officers are employed at Antalya airport. Prior to the study, a G*power analysis was conducted to determine the required sample size, with a type 1 error rate (α) of 0.05 and a study power ($1 - \beta$) of 0.80. As a result of the analysis, the required sample size was calculated to be 311 participants. To increase the study's power, a larger number of aviation security officers were included than initially determined by the power analysis. A total of 450 questionnaires were distributed, and participants were invited to voluntarily take part in the research. Of these, 383 questionnaires were returned. After excluding those with invalid or missing data, 379 questionnaires were deemed valid, resulting in a response rate of 84.2%.

The demographic characteristics of the sample are shown in Table 1. A total of 379 valid responses were collected, with 46% of the officers being female and 54% male. Of the workforce, 33.0% are single, while the majority, 67.0%, are married. About 41.6% of the participants fall within the 25–35 age range. Regarding educational background, 75.0% hold bachelor's degrees. Additionally, 42.5% of the participants have been employed by their current firms for 6–9 years, and 39.0% have over 6–9 years of work experience. Table 1 presents the demographic features of the sample.

3.2 Measures of the Study

The study used the following measures:

Dependent variable (Y): The dependent variable of the research is job crafting (JC). JC was operationalized with

Table 1: Demographics

	Groups	*N*	%
Gender	Male	205	54.0
	Female	174	46.0
	Less than 25	34	8.9
Age	25–35	158	41.6
	36–45	136	38.5
	45+	51	13.4
Education	High school	74	19.5
	Bachelor	284	75.0
	Master	21	5.5
Married status	Married	254	67.0
	Single	125	33.0
Time at work	1–2 years	67	17.6
	3–5 years	102	27.0
	6–9 years	161	42.5
	10 years+	49	12.9
Total work experience	1–2 years	38	10.0
	3–5 years	72	19.0
	6–9 years	148	39.0
	10 years+	121	32.0
Total		379	100

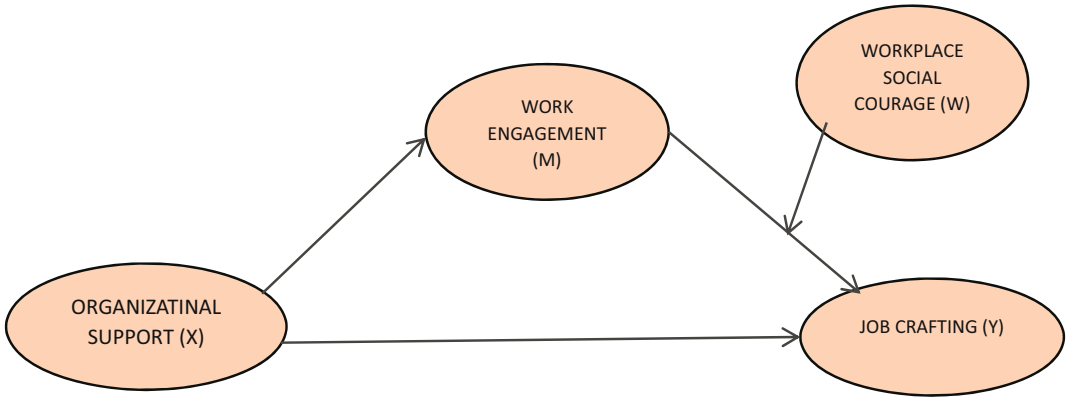


Figure 1: Conceptual model of the research.

three sub-dimensions – task crafting, cognitive crafting, and relational crafting – with 19 items (Slemp & Vella-Brodrick, 2014). The scale was adapted to the Turkish context by Kerse (2017).

Independent variable (*X*): The independent variable of the research is perceived organizational support (POS) The four-item scale from (Rasool et al., 2021) was operationalized to measure POS.

Mediator variable (*M*): WE is the mediator variable of the research. The 4-item scale from (Rasool et al., 2021) was operationalized to measure WE

Moderator variable (*W*): The moderator variable of the research is workplace SC. An 11-item scale developed by Howard et al. (2017) was used to operationalize the concept of workplace SC and adapted to the Turkish context by Mert et al. (2021).

A Likert scale with five points – 1 being strongly disagreed and 5 being in agreement – was used to score each scale's measures for the study. The items of the scales can be seen in Appendix 1.

In this research, a single data collection technique, self-report, was used to measure the variables. The term 'common method variance' (CMV) refers to the potential for systematic bias in the findings when a single method is employed for data collection. One of the most commonly used statistical methods to control for CMV is Harman's single-factor test, which assesses whether a single factor accounts for the majority of the variance in the data (Podsakoff et al., 2003). In this study, Harman's single-factor Test, conducted using SPSS, revealed that a single factor accounts for only 25.10% of the variance, indicating that our dataset does not exhibit common method variance bias.

The research's conceptual model is depicted in Figure 1 – the moderated mediation model was utilized within this research.

Exploratory factor analysis (EFA) was conducted to determine whether the sample was suitable for further analysis. Bartlett's test of sphericity ($p < 0.000$) and the Kaiser–Meyer–Olkin measure of sampling adequacy (0.87) indicated that the data were appropriate for factor analysis (Tabachnick & Fidell, 2019). The extracted factors explain 77% of the total variance, with factor loadings ranging from 0.625 and 0.901. The reliability of the factor structure was assessed using Cronbach's Alpha coefficient, which demonstrated satisfactory reliability ($\alpha = 0.85$) (Nunnally, 1978). The SPSS software was used to perform the EFA.

Confirmatory factor analysis (CFA) was used to assess how well the hypothesized theoretical structure fits the data or to evaluate the fit of the data to a pre-existing factor structure. The Amos Graphical interface for structural equation modeling was employed to perform the CFA and examine the factor structure of the model.

For model fit, the following criteria were used as guidelines: CFI > 0.90; GFI > 0.90; NFI > 0.90; RMSEA < 0.08; (χ^2/df) ≤ 5 (Arbuckle, 2006; Table 2). After confirming the structural validity of the scales, the reliability was

Table 2: Results of model fit index of scales

Variables	CMIN/DF ($0 < \chi^2$/sd ≤ 5)	CFI (≥0.90)	GFI (≥0.90)	NFI (≥0.90)	RMSEA (≤0.08)	Cronbach alfa	AVE	CR
POS	3.624	0.901	0.912	0.924	0.083	0.949	0.852	0.945
WE	0.866	0.998	0.999	0.999	0.010	0.958	0.846	0.956
SC	3.516	0.989	0.972	0.985	0.082	0.952	0.721	0.947
JC	3.705	0.955	0.935	0.940	0.081	0.866	0.630	0.948

assessed by calculating Cronbach's alpha values to determine internal consistency. Additionally, composite reliability (CR) and average variance extracted (AVE) values were examined. As shown in Table 2, he scales used in this study meet the necessary thresholds for AVE, Cronbach's alpha, and CR (Hair et al., 2014).

Ethical approval: The study was conducted according to the Declaration of Helsinki and approved by the Social and Human Sciences Scientific Research and Publication Ethics Committee of Akdeniz University (Protocol code: 145; approval date: March14, 2023).

Informed consent: Informed consent was obtained from all participants who took part in the study.

3.3 Data Analyses

The conceptual model developed in line with the study's purpose and assumptions (Figure 1) will be tested using the moderated mediation analysis technique. The research model was tested using the Process Macro software. Process Macro is a tool that conducts mediation and moderation analyses, as well as various conditional mediation models, by applying path analysis based on linear regression to observed variables and estimating model parameters using ordinary least squares regression (Hayes, 2013). To confirm the moderated mediation hypothesis, as explained in the model section, two steps are required: first, an indirect (mediation) effect should be observed between the independent variable (perceived organizational support) and the dependent variable (job crafting) through the mediator (work engagement); second, the strength and magnitude of this indirect effect should vary depending on different values of the moderator variable (social courage). In light of these explanations, mediation analysis was first conducted to identify the existence of the indirect effect. Subsequently, moderated mediation analysis was performed to assess whether this indirect effect varies depending on the moderator variable. Hayes' (2013) PROCESS Macro model 4 was used to examine the mediating role between the variables, while model 14 was applied to determine that SC moderated the mediation effect. Statistical significance was set at a two-tailed *p*-value of <0.05.

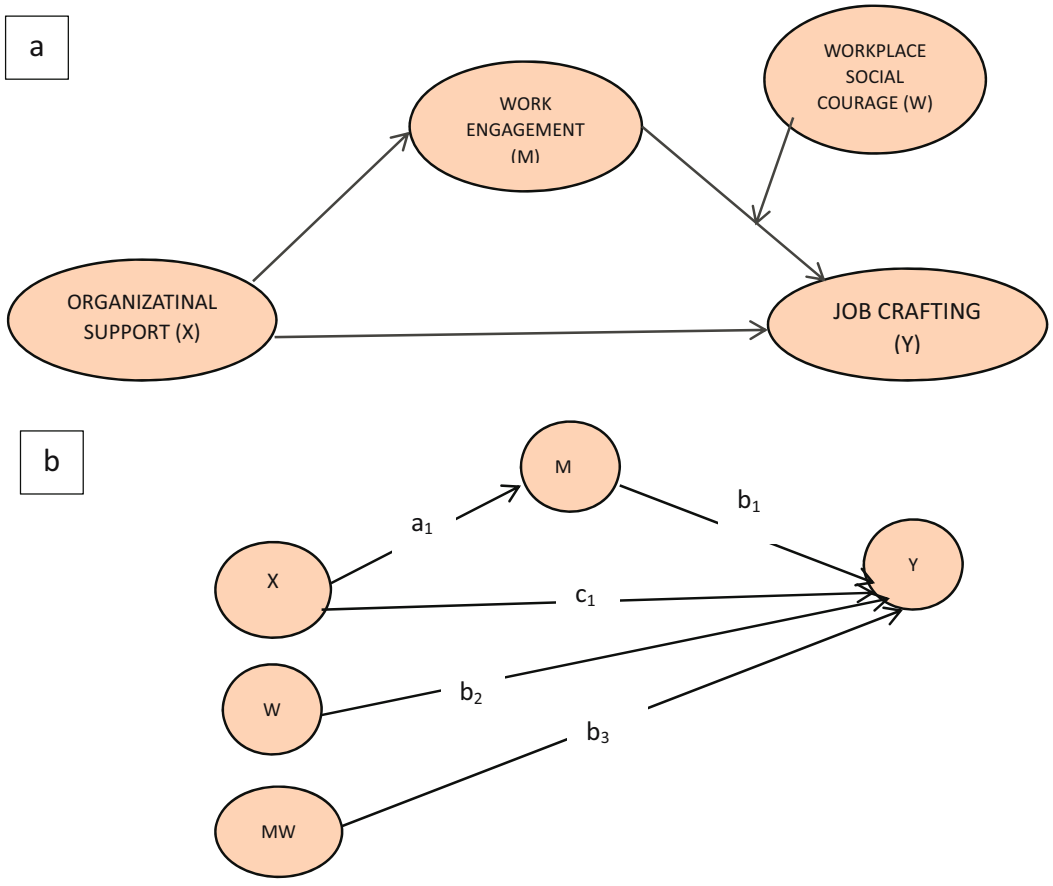


Figure 2: A second stage moderated mediation model in conceptual form (panel a) and in the form of a statistical model (panel b).

Figure 2 illustrates a second stage moderated mediation model in conceptual form (panel a) and in the form of a statistical model (panel b) as estimated in the POS and JC according to the Model 14 procedures. This process is modeled with two equations, one for WE and one for JC (Hayes, 2015):

$$Y = b0 + b_1M + b_2W + b_3MW + c_1X$$
$$M = a0 + a_1X.$$

3.4 Findings

3.4.1 Descriptive Analyses

Correlation analysis and descriptive statistics were conducted using the SPSS software during the preliminary analysis stage. Table 3 presents the descriptive statistics and correlations between the variables. Correlation analysis was employed to assess the relationships between the variables. According to Podsakoff et al. (2003), common method bias may occur if correlations exceed 0.90; however, the correlations in this study were all below 0.90 ($p < 0.01$). Normality assumption was tested using skewness and kurtosis values, which were found to be within acceptable ranges as presented in Table 3 (Hair et al., 2014).

3.4.2 Hypotheses Testing

First, Hypothesis 1 suggests that POS positively affects JC. To examine this effect, we tested the proposed hypothesis by using SPSS Statistics 21. As shown in Table 4, the POS positively and significantly predicts JC (β: 0.326, $p < 0.001$), thus supporting Hypothesis 1. In addition, 10.0% of the movement on JC is explained by POS.

3.4.3 Mediation Analysis

The mediating role between these variables (POS, WE, and JC) was examined using Hayes' (2013) PROCESS macro model 4 with 5,000 bootstrap was used.

Table 4: Regression analysis for H1

JC (Dependent variable)	β	R^2	t	F	Sig.
POS (Independent variable)	0.326	0.104	6,702	44,922	0.0000

Table 5 presents the statistical outputs for PROCESS macro model 4. We found that POS has a positive relationship with WE ($\beta = 0.3996$, $p < 0.001$) and JC ($\beta = 0.1246$, $p < 0.05$). Additionally, WE has a positive impact on JC ($\beta = 0.4494$, $p < 0.001$). In order to ascertain the mediating effect of WE in the relationship between POS and JC, the data were analyzed using a bootstrap-based regression technique with 5,000 resamples. Table 6 displays the total and direct effects of organizational support on JC. In the subsequent phase, the mediating effect of WE on the impact of POS on JC was examined. The indirect effect reveals a statistically significant mediation, as the Bootstrap confidence interval (BCA CI) does not include zero, ($\beta = 0.1927$, 95% BCA CI [0.1226–0.2758]). These findings confirm the research hypothesis H2.

The mediating effect of work engagement on the relationship between POS and JC was confirmed ($\beta = 0.192$, $p < 0.001$). The indirect effect of POS on JC was significant, as the 95% confidence interval (CI) of the point estimate did not include zero. This finding indicates partial mediation, as the direct effect of POS on JC remained significant. The

Table 5: Results of mediation analysis (Model 4)

	M (Work Engagement – WE)		*Y* (Job Crafting – JC)	
	B	Se	*B*	Se
X (POS)	0.3996***	0.0367	0.1246*	0.0485
M (WE)	—	—	0.4494***	0.0594
Constant	2.8193***	0.1658	1.4183***	0.2540
	$R^2 = 0.2389$ ***$p < 0.001$		$R^2 = 0.2247$ ***$p < 0.001$ *$p < 0.05$	

Table 3: Means, standard deviations, and correlations among the research variables

Variables	Min.	Max.	Mean	SD	Skewness	Kurtosis	1	2	3	4
1. POS	2.00	5.00	4.463	0.677	−1.076	0.382	1			
2. WE	2.50	5.00	4.602	0.553	−1.271	0.987	0.489**	1		
3. SC	2.43	5.00	4.136	0.609	−0.304	−0.333	0.042	0.202**	1	
4. JC	2.11	5.00	4.04	0.631	−0.494	−0.629	0.326**	0.459**	0.108*	1

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

*Correlation is significant at the 0.05 level (two-tailed).

Table 6: Direct and indirect effects of organizational support on job crafting

	B	SE	LLCI	ULCI
Total effect of POS on JC	0.3042	0.454	0.2149	0.3934
Direct effect of POS on JC	0.1246	0.0485	0.0292	0.2200
Indirect effect of POS on JC via WE	0.1927	0.0393	0.1226	0.2758

Bootstrap sample size = 5,000; LLCI = Bias corrected lower limit confidence interval; ULCI = Bias corrected upper limit confidence interval.

effect size for this analysis was calculated as 0.119, which, according to Cohen (1988), indicates small practical significance.

3.4.4 Moderation and Moderated Mediation Analysis

An overall moderated mediation analysis was conducted by including all study variables. Hypothesis 3 posited that workplace SC moderates the direct impact of WE on JC. As shown in Table 7, SC significantly moderates the relationship between WE on JC (β = 3,125, $p < 0.001$). The statistical significance of this moderation is further supported by the fact that the upper limit of the confidence interval (ULCI = 0.4606) and the lower limit of the confidence interval (LLCI = 0.1644) do not include zero, indicating that the interaction term is significant. Therefore, Hypothesis 3 is supported.

The effect size for this analysis was calculated as 0.3493, which, according to Cohen (1988), indicates a large practical significance.

Table 8 presents the varying degrees of the moderating variable (low, medium, high) in the effect of WE on JC. Additionally, interaction plots were created using values of 1 SD below the mean and 1 SD above the mean for SC (Figure 2).

Examining Figure 3, it becomes evident that SC peaks concurrently with WE, indicating that their combined influence has the strongest effect on JC. Additionally, the figure illustrates how varying levels of SC moderate the relationship between WE and JC.

Table 8: The effect of WE on JC in different levels of SC

	Effect	SE	*T*	*P*	LLCI	ULCI
−1 SD	0.2985	0.689	4.3304	0.0000	0.1629	0.4340
M	0.4888	0.605	8.0817	0.0000	0.3699	0.6078
+1 SD	0.792	0.823	8.2522	0.0000	0.5173	0.8410

To test the significantly moderated mediation, Hayes' PROCESS macro (model 14) was employed as previously mentioned. It was predicted that the indirect effects of POS on JC through WE would be moderated by employees' SC in the workplace. The moderated mediation was examined to demonstrate that SC among employees had particular conditional indirect effects (Table 9).

In the analysis, 5,000 bootstrap samples were used, with a 95% CI. The results indicate that the indirect effect of POS on JC through WE is moderated by SC. This finding is supported by the index of moderated mediation (index = 0.1249, 95% CI = [0.606/0.1906]) as the upper limit ULCI (0.606), and lower limit LLCI (0.1906) of the CI do not include zero (Table 9). Consequently, Hypothesis 4 was supported. To enhance clarity, Figure 4 graphically illustrates the results, showing that the significance of the indirect effect of POS on JC through WE is conditional upon SC. Specifically, higher levels of employees' SC increase the magnitude of this indirect effect.

4 Discussion and Conclusion

This research aims to explore how WE mediates the relationship between POS and JC among airport security officers, using the JD-R model. Additionally, it examines the moderating role of SC in the relationship between WE and

Table 7: Test outcomes for the moderation of SC on the relationship between WE and JC *(model 14 of PROCESS macro)*

Model summary								
Relationships	***β***	***T***	***P***	**LLCI**	**ULCI**	R^2	***F***	***P***
POS → WE (a_1)	0.3996	10.8789	<0.001	0.3274	0.4718	0.2389	118.3499	0.0000
POS → JC (c_1)	0.1461	3.0495	<0.05	0.0519	0.2402	0.2589	32.7377	0.0000
WE → JC (b_1)	−0.8038	2.6245	<0.05	−1.4060	−0.2016			
SC → JC (b_2)	−1.3027	−4.0304	<0.001	−1.9382	−0.6671			
Moderator (WE × SC) (b_3)	0.3125	4.1502	<0.001	0.1644	0.4606			
	R^2–Chng: 0.0341			*F: 17.2240*			*p: 0.000*	

Bootstrap sample size = 5,000; LLCI = Bias corrected lower limit confidence interval; ULCI = Bias corrected upper limit confidence interval.

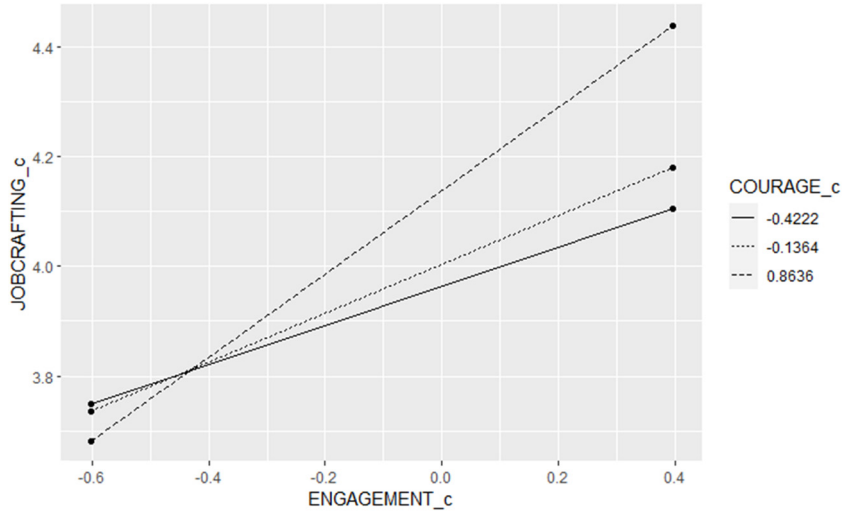


Figure 3: Plots of moderated relationship.

Table 9: Results of Hayes' moderated mediation analysis

	Indirect effect *β* (boot SE)	**95% CI lower level**	**95% CI upper-level**
Low (−1 SD)	0.1193 (0.0378)	0.0524	0.1992
M	0.1953 (0.0390)	0.1263	0.2768
High (+1 SD)	0.2714 (0.0493)	0.1847	0.3739
Index of moderated mediation	0.1249 (0.0331)	0.0606	0.1906

JC. Given Türkiye's geopolitical significance, the critical role of security officers at Turkish airports is further underscored. Türkiye strategic location at the crossroads of key transportation routes makes it a vital bridge between East and West, highlighting the importance of Turkish airports in maintaining both international aviation security and managing domestic air traffic. In this context, airport security officers play a crucial role in providing a significant layer of global security protection. Therefore, a detailed understanding of the factors that influence the motivation of these personnel is of paramount importance.

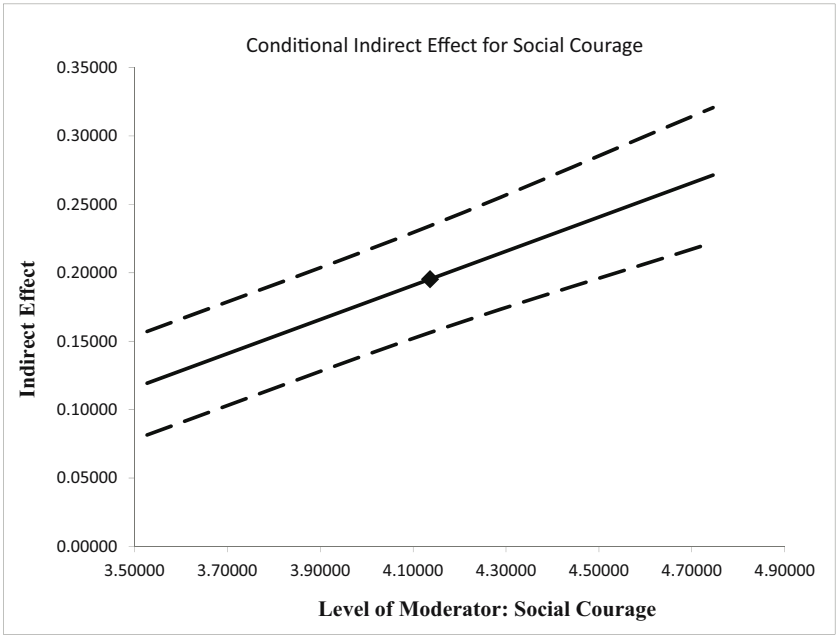


Figure 4: Conditional indirect effect on SC.

The study's variables were evaluated using the JD-R model as a framework. According to the JD-R model, workplace resources (such as POS) and job demands (such as JC) influence employees' job performance and well-being.

In this context, POS represents employees' belief in and confidence regarding the support and resources available in the workplace (Pimenta et al., 2024). Conversely, JC involves the organization and determination of job requirements (Tims & Parker, 2020). WE reflects individuals' emotional connection to their work and its potential impact on job performance (Tufan, 2023).

The findings reveal a strong positive correlation between POS and JC, consistent with previous studies (Demerouti & Bakker, 2014; Lyons, 2008; Park et al., 2020; Peng, 2018; Tan et al., 2020). This result suggests that when employees perceive strong organizational support, they feel more secure and better equipped to manage job stress and unexpected situations. POS provides essential resources that enhance job performance and foster a proactive, innovative approach to JC.

Another key finding from the study suggests that WE mediates the relationship between POS and JC. This finding aligns with and supports existing research in the literature (Bakker et al., 2008, 2012; Nielsen et al., 2017; Oubibi et al., 2022; Park et al., 2020; Tan et al., 2020; Tims et al., 2012; Tims et al., 2013). These results underscore the significant role of workplace support and resources in shaping JC and enhancing employees' WE, which in turn improves JC. Organizations should focus on providing support that helps employees develop a strong emotional connection to their work, enabling them to engage in job crafting that aligns with their needs and values. This also highlights the critical role of WE in mediating the relationship between POS and JC. Therefore, effectively providing support to employees and carefully managing JC processes are strategic approaches for reshaping work to be performed accurately and effectively.

Another key finding from the research is that SC moderates the relationship between WE and JC. This result is consistent with previous studies (Howard & Holmes, 2020; Howard et al., 2016). Additionally, the mediated relationship between POS and JC through WE was stronger when employees exhibited SC. This outcome is expected, given that security officers frequently encounter challenging situations in their work. In such circumstances, their levels of WE and SC enhance JC behaviors, enabling them to effectively reshape tasks and work relationships and generate innovative solutions. As a result, employees are better equipped to handle challenging situations effectively.

Given Türkiye's considerable power distance and collectivist culture, it is essential to interpret the study's findings in the context of the country's cultural traits. Türkiye is known for its collectivist culture, which prioritizes community cohesion and group loyalty over individual needs (Kabasakal & Bodur, 2007). In such cultures, POS may be particularly significant, as a sense of security and belonging within the organization is highly valued. Additionally, in a high power distance culture like Türkiye's, people are more likely to accept hierarchical authority and unequal power distribution. In a hierarchical culture like Türkiye's, where employees may rely more heavily on the organization's resources and support to manage their roles, the role of POS in job crafting could be particularly crucial. Additionally, Turkish culture, which highly values bravery, honor, and dignity, may align strongly with SC. In a society that prizes courage, security officers are likely to demonstrate behaviors that reflect their bravery and dedication to their work, especially when they feel supported by their organization.

Overall, the results of this study reinforce the relationship between JC and POS by highlighting the mediating role of WE. This finding enhances our understanding of job design and employee well-being. The job demands–resources theory, which posits that employee well-being thrives when resources exceed job demands, is further validated by this data. Additionally, the moderating impact of SC on the WE–JC relationship strengthens social learning theory, suggesting that employees with high SC are more likely to leverage their work engagement to engage in proactive job crafting. This study may inspire future research into the mechanisms by which POS promotes WE and how SC empowers employees to translate WE into JC behaviors.

4.1 Theoretical Implications

By providing empirical support for the relationships among POS, WE, SC, and JC among airport security officers, this study contributes to the existing body of literature. The confirmation of the positive impact of POS in fostering JC behaviors. This finding is consistent with the JD-R model, which emphasizes the role of resources, such as POS, in promoting proactive behaviors like JC among employees (Bakker et al., 2008; Demerouti & Bakker, 2014).

Additionally, the validation of the mediating role of WE in the relationship between POS and JC underscores the importance of WE as a mechanism through which POS influences job-related outcomes. This finding supports earlier research that highlights WE's crucial role in linking POS to positive job behaviors (Bakker et al., 2012; Nielsen et al., 2017).

The confirmation of Hypothesis 1 underscores the importance of POS in shaping employee job-crafting

behaviors, thereby reinforcing the theoretical foundations of the JD-R models. The results of Hypothesis 2 further illuminate how job resources influence employees' motivational states and influence emphasizing the mediating role of WE in the relationship between POS and JC. Hypothesis 3 posits that the relationship between WE and JC is moderated by employees' SC. According to this research, workers who exhibit higher levels of SC are more likely to engage in JC behaviors, especially when they are highly engaged at work. Companies can support this process by encouraging employees to take risks, fostering a culture that recognizes and promotes courage, and empowering individuals to take on innovate roles. Moreover, the confirmation of Hypotheses 3 and 4 underscores the moderating role of SC in the relationship between WE and JC as well as the strength of the mediating relationship between POS and JC through WE. These findings suggest that employees' SC amplifies the effect of WE on JC, indicating that socially courageous employees are more likely to take the initiative to modify their work, especially when they perceive strong organizational support.

The study provides empirical support for the JD-R model by demonstrating meaningful connections between POS, WE, SC, and JC among airport security officers. The results confirm that POS positively influences JC, with WE acting as a mediator in this relationship. Additionally, the relationship between JC and WE, as well as the strength of the mediating effect of WE between POS and JC, are moderated by SC. These findings align with the JD-R model's hypotheses, emphasizing the importance of both personal and organizational resources – such as SC – in fostering proactive behaviors and enhancing JC among employees.

4.2 Practical Implications

The study's conclusions have several practical implications for businesses, particularly those in the aviation sector. Employers should prioritize providing employees with the resources and support necessary to enhance engagement and foster job-crafting practices. This can be achieved by implementing policies and practices that promote a positive workplace environment, such as regular feedback, opportunities for professional development, and recognition programs. Additionally, employers should recognize the role of SC in encouraging JC activities. Employees who participate in training programs designed to cultivate SC may experience better job design and stronger relationships with coworkers. Since POS positively influences JC, companies can promote JC by creating a supportive work environment. This can be accomplished through actions such as rewarding and recognizing proactive behavior, offering opportunities for skill enhancement, and fostering a culture of trust and collaboration.

Regarding the moderating role of SC among employees, it is suggested that organizations can enhance JC by promoting and rewarding courageous behavior. This can be achieved by fostering a culture that values creativity and risk-taking, as well as by providing employees with the tools and support needed to push beyond their comfort zones. With SC in mind, companies should create secure environments where employees feel empowered to voice their opinions, take initiative, and design their own jobs.

It is crucial for practitioners to recognize that the effectiveness of organizational support programs may vary depending on employees' levels of SC. Tailoring interventions to meet the unique needs of individuals can lead to better outcomes.

Practical interventions can also be informed by understanding the mediating role of WE. Job crafting may be indirectly supported by enhancing employee engagement through meaningful work, increased autonomy, and skill development. By fostering WE, organizations can cultivate a more dynamic and adaptable workforce capable of thriving in demanding and uncertain work environments.

4.3 Limitations and Future Studies

Despite the study's merits, several limitations should be acknowledged. First, the findings may have limited generalizability due to the study being conducted at a single airport in Türkiye. To validate the results, future studies could replicate this research in various cultural contexts. Additionally, the research relied on self-reported data, which may be subject to common method bias. To mitigate this, future studies could incorporate objective measurements or supervisor ratings. Finally, the study focused on the aviation sector, which has unique characteristics. Future research could explore the applicability of the findings across different industries to enhance the theoretical robustness of the conclusions.

Considering the mentioned limitations, this study opens up several avenues for further research. First, companies can gain practical insights by exploring which specific features of POS are most critical for promoting job crafting. Second, examining potential boundary conditions for the identified correlations could enhance the generalizability of the findings. For instance, the moderating effect of SC might be more pronounced in certain job types or organizational cultures.

Finally, longitudinal research could track changes in POS, WE, SC, and JC over time, providing a more dynamic understanding of these relationships.

The validated hypotheses present opportunities for future investigations to explore the complex interactions among POS, WE, SC, and JC. Future research could focus on conducting more comprehensive studies into the mechanisms by which these variables interact and how they are influenced by contextual influenced such as leadership styles and organizational culture.

Furthermore, future studies could explore how individual differences influence the relationships between these variables. For example, examining how personality traits or demographic factors affect the connection between SC and JC could provide valuable insights into how organizations can tailor their strategies to enhance JC behaviors across diverse employee groups.

5 Conclusion

This study, conducted in a non-Western cultural context, unravels the complex web of variables – POS, WE, and SC – that impact employees' JC as they direct their work. Our research highlights the key processes that drive workers' proactive efforts in shaping their work experiences. It was found that job crafting is significantly influenced by perceived organizational support, albeit indirectly through work engagement. Notably, SC strengthens this relationship serving as a crucial catalyst. The correlation between WE and JC is stronger among employees with higher levels of SC. Encouraging social courage, or empowering workers to speak up and take initiative, can amplify the positive effects of organizational support.

In summary, engagement is fostered in supportive environments that allow workers the freedom to shape their work. Social courage acts as a catalyst, amplifying the positive effects of organizational support on behavior modification. These findings offer valuable insights for businesses aiming to cultivate a culture of innovation and continuous improvement. By emphasizing support, encouraging engagement, and promoting open communication, companies can empower their employees to actively shape their work environments.

Companies should actively promote encouragement, foster participation, and create environments that cultivate social courage. Interventions tailored to individual differences are likely to yield better results. Longitudinal studies can capture the dynamic interaction between perceived organizational support (POS), work engagement (WE), SC, and job crafting (JC) over time. Future research should explore additional mediators, contextual factors, and cross-cultural differences.

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Conflict of interest: Authors state no conflict of interest.

Article note: As part of the open assessment, reviews and the original submission are available as supplementary files on our website.

Data availability statement: The data that support the findings of the present study are available from the corresponding author upon request.

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Appendix 1

Measurement Instruments

Organizational Support

1. The organization attaches great importance to my work goals and values.
2. The organization always helps me whenever I am facing a bad time.
3. The organization is flexible with my working hours, if needed, whenever I guarantee to complete my tasks on time.
4. The organization provides me with enough time to deal with my family matters.

Work Engagement

1. I really throw myself into my job and organization engagement.
2. I fulfill all responsibilities required by my job.
3. I willingly give my time to help others who have work-related problems.
4. I always complete the duties specified in my job description

Workplace Social Courage

1. Although it may damage our friendship, I would tell my superior when a coworker is doing something incorrectly.
2. Although my coworker may become offended, I would suggest to him/her better ways to do things.
3. If I thought a question was dumb, I would still ask it if I didn't understand something at work.
4. Even if my coworkers could think less of me, I'd lead a project with a chance of failure.
5. I would not tolerate when a coworker is rude to someone, even if I make him/her upset.
6. Despite my subordinate disliking me, I would tell him/her when they're doing something against company policy.
7. I would let my coworkers know when I am concerned about something, even if they'd think I am too negative.
8. Even if it may damage our relationship, I would confront a subordinate who had been disrupting their workgroup.
9. Although it makes me look incompetent, I would tell my coworkers when I've made a mistake.
10. Despite appearing dumb in front of an audience, I would volunteer to give a presentation at work.
11. Although it may completely ruin our friendship, I would give a coworker an honest performance appraisal.

Job Crafting

Task Crafting

1. Introduce new approaches to improve your work.
2. Change the scope or types of tasks that you complete at work.
3. Introduce new work tasks that better suit your skills or interests.
4. Choose to take on additional tasks at work.
5. Give preference to work tasks that suit your skills or interests.
6. Change the way you do your job to make it more enjoyable for yourself.
7. Change minor procedures that you think are not productive.

Cognitive Crafting

8. Think about how your job gives your life purpose.
9. Remind yourself about the significance your work has for the success of the organization.
10. Remind yourself of the importance of your work for the broader community.
11. Think about the ways in which your work positively impacts your life.
12. Reflect on the role your job has for your overall well-being.

Relational Crafting

13. Engage in networking activities to establish more relationships.
14. Make an effort to get to know people well at work.
15. Organize or attend work-related social functions.
16. Organize special events in the workplace (e.g., celebrating a co-worker's birthday).
17. Introduce yourself to co-workers, customers, or clients you have not met.
18. Choose to mentor new employees (officially or unofficially).
19. Make friends with people at work who have similar skills or interests.