

## Economics

# The Effect of Airport Private Security Officer's Perceptions of Organizational Support on Job Crafting: The Moderated Mediation Role of Social Courage and Work Engagement

--Manuscript Draft--

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# **The Effect of Airport Private Security Officer's Perceptions of Organizational Support on Job Crafting: The Moderated Mediation Role of Social Courage and Work Engagement**

**Cenk Tufan**

Faculty of Applied Sciences, Akdeniz University, Antalya, Türkiye

Orcid ID: 0000-0002-2809-3996

**Özlem Yaşar Uğurlu<sup>1</sup>**

Faculty of Business Administration, Gaziantep University, Gaziantep, Türkiye

Orcid ID: 0000-0001-5165-5603

**İbrahim Sani Mert**

Faculty of Economics, Administrative and Social Sciences, Antalya Bilim University, Antalya, Türkiye

Orcid ID: 0000-0002-2850-1865

**Duygu Kızıldağ**

Faculty of Business Administration, Izmir Democracy University, Izmir, Türkiye

Orcid ID: 0000-0001-5354-7729

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<sup>1</sup> Corresponding Author: o.y.ugurlu@gmail.com, Faculty of Business Administration, Gaziantep University, Gaziantep, Türkiye

## Abstract

The dynamic nature of security risks confronting the worldwide aviation industry demands a greater comprehension of the elements impacting the job crafting behaviors of airport security agents. Depending on the Job Demands-Resources (JD-R) model, this study aims to investigate the impact of perceived organizational support, work engagement, and social courage on job crafting among airport security officers. Data were collected from 379 airport security officers at Antalya Airport, Turkey's most frequently used airport, through face-to-face surveys conducted between January and December 2022. The findings show that organizational support positively influences job crafting, with work engagement mediating this relationship. Moreover, social courage moderates the relationship between work engagement and job crafting and the strength of the mediating relationship between organizational support and job crafting through work engagement. This study fills gaps in the literature by offering a detailed framework on how organizational support, work engagement, and social courage impact job crafting among airport security personnel in a non-Western culture. Promoting organizational support and fostering employees' social courage can improve job crafting behaviors among airport security personnel, resulting in a more adaptable and resilient workforce to address changing security challenges in the aviation industry.

**Keywords:** Airport security, airport security officers, organizational support, job crafting, social courage, work engagement, moderated mediation.

## 1 Introduction

The global aviation industry, with an estimated market share of \$841.4 billion in 2023 (Statista, 2024), witnessed a 36.9% increase in total airline traffic compared to the previous year (IATA, 2024). This growth is evidenced by approximately 100,000 daily flight operations and the transportation of approximately 57.7 million tons of cargo by air (CAPA, 2024). The sector's economic significance and media visibility have made it a target for activists seeking to leverage terrorist incidents for message dissemination, facilitated by social media's widespread use (Misra, 2018). In response to evolving terrorist methods, airport security personnel play a crucial role in detecting threats posed by passengers and their belongings (Michalski & Radomyski, 2019). Understanding factors such as perception of organizational support and work engagement is crucial, as they impact this personnel's emotional motivation and working conditions, influencing their job-crafting behaviors (Baker, 2020).

Terrorist organizations exploit technology and social media to adapt their organizational structures and methods, making their actions more visible and impactful (Davis, 2021). The September 11, 2001, attack, where an airplane was used as a weapon for the first time, exemplifies this shift and its profound consequences (Hughes, 2020).

Addressing the need to cope with unexpected events, measures to reshape and redefine security guards' duties are essential to enhance 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). Job crafting (JC) emerges as a valuable tool, facilitating employees to adapt their roles to meet challenges effectively (Tufan, 2023).

According to the job demands-resources (JD-R) paradigm, "job crafting" refers to an individual's capacity to flexibly alter the relational, cognitive, and task boundaries on his job,

in line with his initiative, to make his job suitable for his needs and image. In other words, individuals reshape their work by changing their tasks and relationships (Hetland et al., 2018). The concept in question argues that even in the most limited and repetitive jobs, employees can create positive shaping based on the work (Bakker et al., 2020; Tims & Parker, 2020). Perceived Organizational Support (POS) is when individuals are encouraged to perform their duties due to their perception of organizational support, which includes aspects like freedom, empowerment, career advancement, approval of autonomy, and supervisor support. In this context, it offers opportunities that facilitate employees' job crafting (Hur et al., 2021). Work engagement (WE) is a complex motivational state where employees dedicate themselves to their work mentally, emotionally, and physically (Kahn, 1990).

Motivating factors in the workplace, such as POS by the staff and dedication to work, prompt the staff to use some unusual skills and behave in different ways in business environments where constant change and uncertainty are experienced (Errida & Lotfi, 2021). The high level of danger and threat increases the risk taken by security personnel, which raises the importance of courage for personnel. Therefore, exhibiting courageous behavior is associated with an attractive, unconventional, broad thought capacity and openness to experiences (Mert & Köksal, 2022). Brave and open-minded employees are more likely to devise innovative solutions to challenges, exhibit lower stress levels, and engage in unconventional behaviors to conquer their concerns (Hannah et al., 2007).

We believe that security personnel who perceive organizational support and high commitment to work will act bravely in unusual situations due to their self-sacrificing characteristics and emotional state. As a result, we argue that staff may increase their intrinsic motivation to improve work design and seek meaning in their work in the face of unusual situations, which may encourage their efforts to shape their work.

It is essential to determine the premises that can effectively ensure the physical structure of airports, aircraft, passengers, goods carried, working personnel, and the emotional motivation of security personnel responsible for providing the security of the operations carried out. As far as is known, no study in the literature examines variables such as POS, WE, social courage (SC), and JC of security personnel working in the aviation industry together. In this context, to determine the antecedents that affect the emotional motivation of security personnel, we created 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?

Due to its location, Turkey unites the continents of Asia and Europe and serves as a bridge between Eastern and Western civilizations (Yanık, 2023). The ongoing war between Ukraine and Russia in the north, the occasional conflicts between Azerbaijan and Armenia in the east, the conflicts in Iraq and Syria in the south, and finally, the war between Israel and Palestine reveal the unstable environment that threatens Turkey's security. From another perspective, Turkey is a center of attraction in tourism with its unique natural beauties and magnificent facilities on the Mediterranean, Aegean, and Black Sea coasts (Gül et al., 2020). Every year, millions of tourists from different countries spend their holidays safely in Turkish facilities, and most of these people prefer air transportation during their travels (Albayrak et al., 2020).

Therefore, we decided to conduct our study on security guards working at Antalya airport, which has heavy passenger traffic due to tourism.

While conducting a literature review, we noticed some deficiencies regarding the factors that would strengthen the JC of airport security officers by affecting their motivation in the face of unexpected situations and events that would threaten aviation security. For this reason, we decided to use elements such as perception of POS, WE, and SC together, which we believe can help strengthen the JC of the staff. In our literature review, we did not come across any study that simultaneously utilizes POS, WE, and SC variables in enhancing JC. Studies in aviation security literature mainly concentrate 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 undertaken with the aim of addressing gaps in the academic literature and exploring topics that scholars have suggested for future study: De Bloom et al. (2020) highlight the importance of antecedents that will impact employees' JC and mention that more studies are needed to determine these antecedents. Kaltiainen et al. (2024) draw attention to the SC of employees and say that more research should be done to explain the relationship between employees' JC and SC. Tan et al. (2020) suggest that it is necessary to investigate the mediating and moderating variables that may influence the relationships between POS, WE, and JC in accordance with the JD-R model.

Building upon this, the aim of this study, based on 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 impact of WE on JC, among security personnel stationed at Antalya Airport. In this context, research data were collected from 379 individuals through face-to-face surveys conducted at Antalya Airport between January 2022 and December 2022, utilizing a simple random sampling method.

The following is a list of the study's critical contributions to the body of literature: First of all, in the context of aviation security, it was concluded that airport security officers' POS, WE, and SC are the main antecedents of staff JC. This research provides a comprehensive framework by considering together the mediating role of WE and the moderating role of SC in strengthening the JC of airport security officers through the POS. It was concluded that POS affects JC through the mediating effect of WE and that SC is an essential element that strengthens the impact of WE on JC. The findings obtained by examining the variables we used together in this research can guide aviation security managers and, at the same time, lead academics who want to work on this subject in the future to some value-creating results. Lastly, it is also anticipated that our research will provide practical guidance on how airport security personnel in countries with high environmental dynamism, like Turkey, can enhance their job crafting to cope effectively with unexpected events and challenges and fulfill their duties. In summary, this research significantly contributes to the current knowledge base by establishing a comprehensive framework that elucidates the ways in which POS, WE, and SC impact JC among airport security personnel operating in a non-Western culture.

This research gave information about the theoretical background, the research hypotheses were created, and the research model was designed. In the next phase, the scales used in the research are included, and the analyses used to test the hypotheses and their results are mentioned. In the last section, the results obtained from the research were evaluated, the study's limitations were noted, and some suggestions were made to academics and sector managers who may want to work on this subject in the future.

## **2 Theoretical Basis**

The planning and implementation efforts of job design processes prepared by top levels of organizations are inevitably insufficient to meet the changing nature and content of work conditions prevalent in almost every sector today (Caravani et al., 2021). The widespread use of social media, technological advancements, and shifts in employee expectations due to changes like work necessitate the redesign of jobs. This situation brings new, differentiated, individualized job design methods initiated by proactive behaviors from the employee level. For this reason, JC, which has become very popular in studies in the organizational behavior literature, covers reorganizing the quality and content of the jobs and duties of employees, thanks to several skills and competencies, to improve their work (Harju et al., 2021; Hu et al., 2020; Mäkikangas & Schaufeli, 2021; Tims et al., 2021; Wang et al., 2020). The literature mentions that job formatting is essential in increasing employee well-being, employee performance, and 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 is the capacity of employees to design their employment proactively to produce more efficient and effective work customized to their preferences (Tims & Parker, 2020). In the organizational context, numerous studies have utilized the JD-R model (Demerouti, Bakker, Nachreiner & Schaufeli, 2001) to explain JC (Lazazzara et al., 2020; van Wingerden et al., 2017). From the point of view of the JD-R model, JC is when an employee changes the needs and resources of their job to make it more meaningful, satisfying, and enjoyable (Zhang & Parker, 2019). Job demands encompass the cognitive and emotional exertion required to perform physical, social, psychological, or organizational tasks associated with a job (Bakker & de Vries, 2021). Job resources are the characteristics of a job that help achieve goals and reduce job stress, promoting personal development. (Mazzetti et al., 2023). Also JD-R model, JC behaviors balance the resources and demands of an individual's career; that is, they increase job resources while decreasing job demands (Costantini et al., 2021).

From these arguments, we can discuss that JC allows personnel to reorganize their work psychologically or physically by exhibiting proactive behavior when encountering unexpected situations during their tasks (Zhang & Parker, 2019). The JD-R model says that people who feel supported by their organization will likely remain composed in unexpected situations by demonstrating SC through WE, leading to improved organizational results. Employees exhibiting such behavior take on certain risks beyond their job descriptions, reshaping their tasks and relationships through job crafting to redefine their work (Hetland et al., 2018). Thus, as Lazazzara et al. (2020) and Tims & Parker (2020) stated in their research explanations, thanks to JC, employees will be able to create some positive formations based on the job, even in jobs that are done routinely and even in which the use of initiative is limited.

## **2 Hypothesis Development**

### **2.1 POS and JC**

The concept of POS, considered a significant factor in employee behavior, was initially defined by Eisenberger et al. (1986) as the degree to which employees believe the organization values their well-being and contributions. The term POS describes the connection between how an organization treats its employees and how those employees feel about their work and the organization overall (Zagenczyk, 2006). This idea is founded on the notion of reciprocity proposed by Gouldner (1960) and the social exchange theory of Blau (1964). Gouldner's (1960) principle of reciprocity states that employees who see their organizations as valuing their efforts and welfare are likely to exhibit positive work behaviors and attitudes (Eisenberger et

al., 2001; Rhoades & Eisenberger, 2002). Similarly, the social exchange theory posits that employees who perceive strong organizational support would respond by showing favorable job attitudes, putting in significant effort, and performing effectively (Sears et al., 2016). Consequently, when employees perceive a strong level of organizational support, they not only feel a sense of loyalty towards their employers but also believe that they should engage in behaviors that align with organizational goals by putting in additional effort to maintain a balanced exchange relationship (Wayne et al., 1997; Pimenta et al., 2024).

In this situation, where employees and the organization have mutual expectations, a psychological contract can be mentioned apart from the formal/official employment contract that employees establish with their organizations (Aselage & Eisenberger, 2003). Within this particular context, employees are 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 feel supported by their organization, they are more likely to adapt to their jobs and change how they think about the value and purpose of their work. Moreover, elevated levels of POS might enhance employee motivation (Eisenberger et al., 2001; Junça Silva & Punto, 2024), leading to increased job performance (Rhoades & Eisenberger, 2002; Kurtessis et al., 2017) and job commitment (Eisenberger & Stinglhamber, 2011; Hngoi et al., 2023). Additionally, it enables employees to engage in JC behaviors, where they proactively modify their job tasks and work relationships, redefine boundaries and conditions, and the meaning of their job (Sethi et al., 2023; Thai et al., 2023).

JC behaviors as employees' actions to make desired organizational changes motivated by their initiatives (Petrou et al., 2012). Employees who exhibit JC behavior are motivated to make their jobs meaningful for themselves, independent of others (Wrzesniewski & Dutton, 2001). With this motivation, they autonomously alter their jobs by expanding the design and requirements of their tasks based on their preferences and abilities (Berg et al., 2010).

Also, if employees feel supported by their organization and know they are valued and cared for, they may take the initiative to change and improve their work tasks and relationships without being told to do so by others (Lyons, 2008; Demerouti & Bakker, 2014; Peng, 2018). This proactive behavior positively impacts the organization by making the work more meaningful for employees and indirectly contributing to overall organizational performance (Wrzesniewski & Dutton, 2001).

Hypothesis 1: POS has a positive significant impact on JC

## **2.2 The Mediating Role of WE**

The concept of WE was first discussed by Kahn (1990). It was defined as individuals fully embracing their roles within the organization and being physically and mentally involved in their work while emotionally connected to their tasks. WE is a multifaceted concept beyond mere commitment and satisfaction, allowing employees to dedicate themselves to their jobs (Maslach et al., 2001). Unlike similar concepts, such as organizational commitment, WE focuses on the employee's integration with the job and their loyalty to the job (Schaufeli & Bakker, 2004).

WE is a positive and gratifying mental state associated with work (Schaufeli et al., 2002), marked by a feeling of pride in one's work and approaching the task with positive feelings (Maslach et al., 2001). In the literature, WE behavior is considered the antipode of burnout behavior; employees who are committed to work are characterized by their high level of energy and enthusiasm, in contrast to those who are experiencing burnout (Bakker et al., 2008).

Engaged employees establish an emotional connection with their jobs and perceive them as enjoyable rather than stressful and demanding (Schaufeli & Bakker, 2010).

Studies indicate that employees with strong WE demonstrate proactive behavior, take initiative (Sonnentag, 2003), and exhibit higher job satisfaction than their counterparts (Demerouti et al., 2001). Positive feelings about work have also enhanced employee performance (Bakker et al., 2008). 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 it is in line with their requirements and skills. Additionally, they generate new business ideas and exert extra effort to make their jobs more meaningful and suitable to their individual needs and abilities (Bakker et al., 2012; Tims et al., 2013; Nielsen et al., 2017). Studies have indicated that engaged employees are more likely to exhibit JC behaviors in response to job resources and demands, creating a more suitable and challenging work environment (Bakker et al., 2012; Ghadi, 2023; Jaleel & Sarmad, 2024; Laguia et al., 2024).

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

### **2.3 The Moderating Role of SC**

SSC is the capacity to articulate one's viewpoints and choices freely, even in the face of potential social criticism or repercussions, and without adhering to the expectations, viewpoints, and choices of others (Schilpzand et al., 2015). Also, SC is considered brave behavior because it involves the risk of damaging relationships, careers, or an individual's social image in the perception of others (Schilpzand et al., 2015; Howard et al., 2017).

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

SC involves fearlessly expressing one's thoughts to those in positions of authority, regardless of the possible drawbacks, at the expense of losing social relationships, damaging friendships, and consequently giving up material benefits for the organization's sake (Detert & Burris, 2007; Greitemeyer et al., 2006). Studies repeatedly suggest that individuals who have SC at work are more likely to engage in corporate citizenship behaviors, speak their opinions (Howard, 2019; Howard & Holmes, 2020), demonstrate higher job performance (Howard, 2019; Magnano et al., 2022), and exhibit lower levels of counterproductive behaviors (Howard, 2019).

Employees who exhibit high 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 doing what suits them without considering potential benefits or costs (Howard & Holmes, 2020). Moreover, they may also be inclined to change their job roles, tasks, or work environments to enhance performance, unit efficiency, and the overall organizational climate (Howard et al., 2016), ultimately seeking a more fulfilling work experience. Employees with social courage may be more inclined to take the initiative and engage in job creation activities. The association between WE and JC may be strengthened by SC employees' propensity to look for ways to improve their workplace and take calculated risks



to accomplish their objectives. On the other hand, employees who lack SC could be less inclined to take initiative, even if they are very 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. Put differently, the indirect impact of POS on JC through WE was more substantial for employees with high levels of SC. SC can boost the impact of POS on JC behaviors. When employees exhibit SC, they are more likely to take advantage of the organization's resources and support system to take the initiative and customize their occupations to suit their requirements and preferences. Therefore, people with SC will likely have a greater mediating relationship between JC through WE and POS than employees without it. In light of these results, we also suggest the moderated mediation hypothesis that follows:

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.

## 4 Research Method

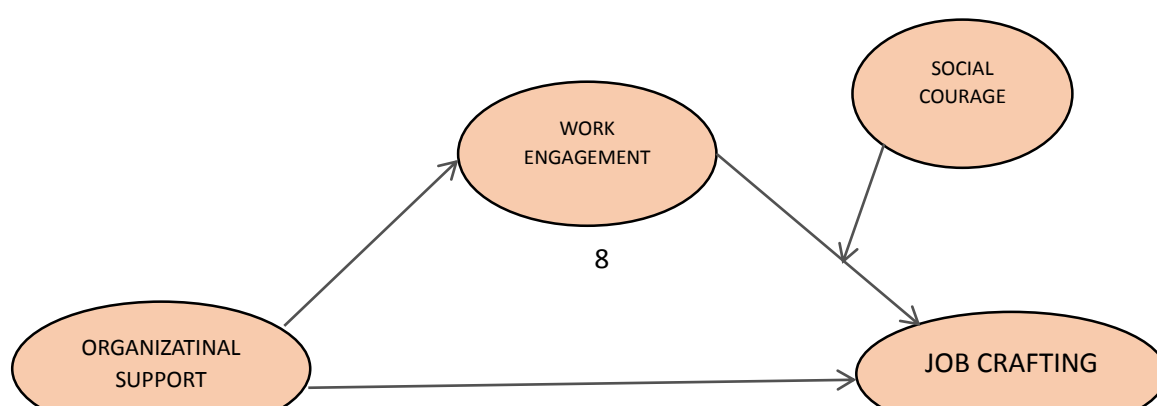
### 4.1 Aim and Sample of the Study

The purpose of this research is to identify the moderating influence of workplace SC in the relationship between the impact of WE and JC, as well as the mediating role of WE in the relationship between POS and JC. Data was gathered at Antalya airport between January 2021 and December 2021 through a survey and by simple random sampling method. The population chosen for this study is aviation security employees. This cross-sectional survey was performed in Antalya City, which is located in South Türkiye. 450 questionnaires were delivered, and personwere asked to willingly take part in the research. 383 of the distributed questionnaires were returned. After excluding invalid or missing data, 379 questionnaires were valid, with an 84.2% returned response rate.

### 4.2 Measures

The study used the following measures: The 4-item scale from (Rasool, Wang, Tang, Saeed & Iqbal, 2021) was operationalized to measure WE and POS. A five-point Likert scale—1 being strongly disagreed and five being highly agreed—was used to score the organizational support metrics. An 11-item scale developed by Howard et al. (2017) was used to operationalize the concept of workplace social courage and adapted to the Turkish context by Mert et al. (2021). JC was operationalized with three sub-dimensions- task crafting, cognitive crafting, and relational crafting- with 17 items from (Slemp & Vella-Brodrick, 2013). The scale was adapted to the Turkish context by Kerse (2017). 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 research's conceptual model is depicted in Figure 1—the moderated mediation model was utilized within this research.



**Figure 1:** Conceptual model of the research

### 4.3 Demographic characteristics

A total of 379 valid replies were collected, with 46% of the employees being female and 54% being male. Of the workforce, 33,0% are single and the bulk, 67,0%, are married. Of the participants, about 41.6% are in the 25–35 age range. According to the participants' educational backgrounds, 75.0% hold bachelor's degrees. Additionally, Of the participants, 42,5% have been employed by their current firms for six to nine years. And 39,0 of the participants have over 6-9 years of work experience. Table 1 displays the demographic features of the sample.

**Table 1:** Demographics

	<b>Groups</b>	<b>N</b>	<b>%</b>
<b>Gender</b>	Male	205	<b>54,0</b>
	Famale	174	46,0
<b>Age</b>	Less than25	34	8,9
	25-35	158	<b>41,6</b>
	36-45	136	38,5
	45+	51	13,4
<b>Education</b>	High school	74	19,5
	Bachelor	284	<b>75,0</b>
	Master	21	5,5
<b>Married Status</b>	Married	254	<b>67,0</b>
	Single	125	33,0
<b>Time at work</b>	1-2 years	67	17,6
	3-5 years	102	27,0
	6-9 years	161	<b>42,5</b>
	10 years+	49	12,9
<b>Total work experience</b>	1-2 years	38	10,0
	3-5 years	72	19,0
	6-9 years	148	<b>39,0</b>
	10 years+	121	32,0
<b>TOTAL</b>		<b>379</b>	<b>100</b>

### 4.4 Data Analyses and Findings

Correlation analysis and descriptive statistics were carried out using the SPSS package program during the preliminary analysis stage. The model's factor structure was investigated by confirmatory factor analysis, which was conducted using the Amos Graphical approach for structural equation modeling (SEM). Using Hayes' (2013) PROCESS macro model 4, an investigation was carried out to look at the mediating role between these variables. Next, using

Process Macro model 14, it was found that social courage moderated the mediation. Statistical significance was determined as a two-tailed p-value of <0.05.

#### 4.5 Descriptive analyses

Table 2 presents the descriptive statistics and correlations between variables.

**Table 2:** Means, standard deviations, and correlations among the research variables

Variables	Mean	SD	Skewness	Kurtosis	1	2	3	4
1. POS	4,463	0,677	-1,076	0,382	1			
2. WE	4,602	0,553	-1,271	0,987	0,489**	1		
3. SC	4,136	0,609	-0,304	-0,333	0,042	0,202**	1	
4. JC	4,04	0,631	-,494	-0,629	0,326**	0,459**	0,108*	1

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

\*Correlation is significant at the 0.05 level (2-tailed).

Confirmatory factor analysis is utilized to assess the structural validity of the scales utilized in the investigation. The Amos Graphical method for structural equation modeling (SEM) was applied to conduct confirmatory factor analysis in order to look into the factor structure of the model.

**Table 3.** Results of model fit index of scales

Variables	CMIN/DF ( $0 < \chi^2/sd \leq 5$ )	CFI ( $\geq,90$ )	GFI ( $\geq,90$ )	NFI ( $\geq,90$ )	RMSEA ( $\leq,08$ )	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

In terms of model fit, the following criteria are used as a guide: CFI>0.90; GFI>0.90; NFI>0.90; RMSEA<0.08; ( $\chi^2 / df$ ) $\leq 5$  (Arbuckle, 2006). (see, Table 3). The reliability of scales is determined by calculating Cronbach alpha values, which indicate internal consistency, once the doubts about the structural validity of the scales have been removed. Also, the composite reliability values (CR) and average variance extracted (AVE) values were examined. In terms of AVE, Cronbach alpha, and CR values, Table 3 demonstrates that the scales employed in this investigation satisfy the necessary requirements. (Hair et al., 2014).

#### 4.6 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 was positively related to JC ( $\beta.326$ ,  $p < .001$ ), thus supporting Hypothesis 1.

**Table 4.** Regression Analysis for H1

JC (Dependent variable)	$\beta$	R <sup>2</sup>	t	F	Sig.
POS (Independent Variable)	0,326	0,104	6,702	44,922	0,0000

#### 4.7 Mediation Analysis

The mediating role between these variables (POS, WE, and JC) was examined using Hayes' (2013) PROCESS macro model 4. Table 5 indicates organizational support's total and direct impacts on JC. Within the subsequent phase, the mediating effect of WE on the impact of POS on JC was looked over. In order to ascertain the mediating effect of WE in the relationship between POS and JC, the data was subjected to a bootstrap-based regression technique. During the analysis, the bootstrap technique and 5000 resampling method were preferred. The indirect effect demonstrates that there is a statistically significant mediation effect because the Bootstrap confidence interval (BCA CI) does not encompass zero. ( $\beta = .1927$ , 95% BCA CI [.1226, .2758]). These findings confirmed the research hypothesis H2.

**Table 5.** 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

#### 4.8 Moderation and Moderated Mediation Analysis

Table 6 shows the moderating role of WE in the effect of POS on JC. As seen in Table 6 the moderator SC positively affects the relationship between WE and JC. Besides the p value is ( $p < 0.001$ ), furthermore, the fact that the upper limit of the confidence interval, ULCI (.4606), and the lower limit of the confidence interval, LLCI (.1644), do not include zero, is further indication that the interaction term is significant. Therefore, Hypothesis 3 is supported.

**Table 6:** Test outcomes for the moderation of SC on the relationship between WE and JC(*model 14 of PROCESS macro*)

Model Summary								
Relationships	$\beta$	T	P	LLCI	ULCI	R <sup>2</sup>	F	P
POS -> WE	0,3996	10,8789	<0.001	,3274	,4718	0,2389	118,3499	,0000
Model Summary								
Relationships	$\beta$	T	P	LLCI	ULCI	R <sup>2</sup>	F	P
POS -> JC	0,1461	3,0495	<0.005	,0519	,2402	0,2589	32,7377	,0000

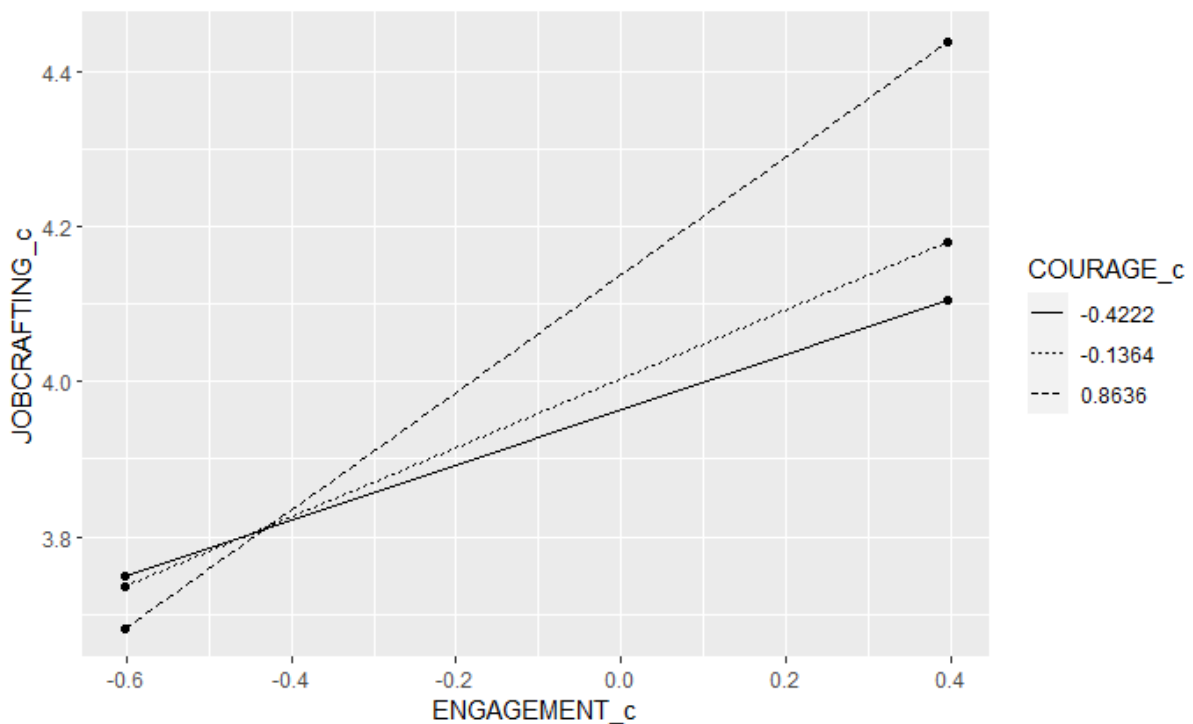
WE -> JC	-0,8038	2,6245	<0.005	-1,4060	-,2016			
SC -> JC	-1,3027,	-4,0304	<0.001	-1,9382	-,6671			
Moderator (WExSC)	0,3125	4,1502	<0.001	,1644	,4606			
<i>R<sup>2</sup> -Chng: ,0341      F: 17,2240,      p:0,000</i>								

Table 7 states the varying degrees of moderating variable (low, medium, high) in the effect of the independent variable on the dependent; furthermore, by using the values of 1 SD below the mean and 1 SD above the mean with relation to role modeling, graphic plots of the interactions were made. (see Figure 2).

**Table 7:** The effect of WE on JC in different levels of SC

	Effect	SE	T	P	LLCI	ULCI
<b>-1SD</b>	0,2985	0,689	4,3304	,0000	0,1629	0,4340
<b>M</b>	0,4888	0,605	8,0817	,0000	0,3699	0,6078
<b>+1SD</b>	0,792	0,823	8,2522	,0000	0,5173	0,8410

Examining Figure 2, it becomes clear that SC peaks at the same time as WE does, suggesting that the two have the greatest effects on JC. Furthermore, the image illustrates how varying degrees of SC have a moderating effect in the relationship between WE and JC.



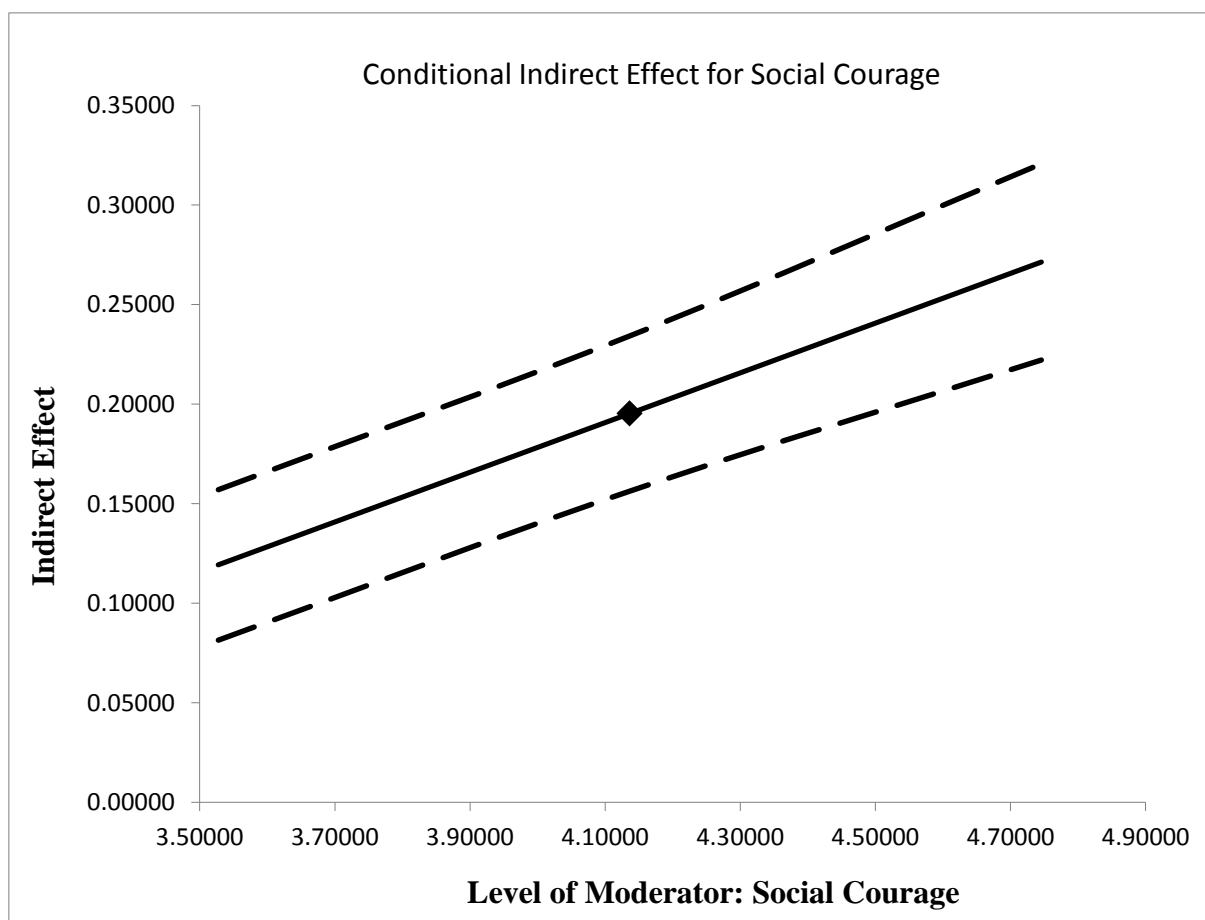
**Figure 2:** Plots of moderated relationship

To test the significantly moderated mediation, Hayes' PROCESS macro (model 14) was employed. The prediction was that the indirect impacts of POS on JC through WE would be moderated by employees' SC in the workplace. To demonstrate that SC among employees had particular conditional indirect effects, the moderated mediation was examined (see Table 8).

**Table 8:** Results of Hayes' moderated mediation analysis

	Indirect effect $\beta$ , (Boot SE)	95% CI Lower level CI, (Upper-level CI)
<b>Low (-1SD)</b>	0,1193 (0,0378)	0,0524, (0,1992)
<b>M</b>	0,1953 (0,0390)	0,1263, (0,2768)
<b>High (+1SD)</b>	0,2714 (0,0493)	0,1847, (0,3739)
<b>Index of moderated mediation</b>	0,1249 (0,0331)	0,0606, (0,1906)

The number of bootstrap samples is 5000; the confidence interval is 95% in the analysis. As a result, the indirect effect of POS on JC through WE will be moderated by SC. It was supported as the index of moderated mediation (index= 0,1249, 95% CI= [0,606/0,1906]) is significant because 95% does not include zero (See Table 8). Therefore, Hypothesis 4 was supported. To make the analysis's result easier to understand, Figure 3 illustrates it graphically. Figure 3 indicates that the significance of the indirect effect of POS on JC through WE is conditional upon SC, such that higher levels of employees' SC increased the magnitude of the indirect effect of POS on JC.



**Figure 3:** Conditional indirect effect on SC

## 5 Discussion and Conclusion

This research intends 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 on the relationship between WE and JC. Considering Türkiye's geopolitical significance, the importance of the work performed by security officers at airports in Turkey is further emphasized. Türkiye is situated at the intersection of numerous vital transportation routes due to its geographical location, serving as a bridge between the East and the West. As a result, Turkish airports are essential to maintaining the security of international aviation as well as managing domestic traffic. In this context, the function of airport security officers constitutes a significant security protection layer at the global level. Hence, understanding in detail the factors that can influence the motivation of personnel is of paramount importance.

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

In this context, POS reflects employees' belief and confidence levels in the support and resources available in the workplace (Pimenta et al., 2024). However, JC refers to organizing and determining job requirements (Tims & Parker, 2020). WE measures individuals' emotional connection to their work and its potential impact on job performance (Tufan, 2023).

The findings show a strong positive correlation between POS and JC. This finding aligns with prior studies (Lyons, 2008; Demerouti & Bakker, 2014; Peng, 2018; Park et al., 2020; Tan et al., 2020). This result implies that employees feel more secure in the presence of organizational support, enabling them to cope with job stress and unexpected situations more effectively. POS provides employees with vital resources to improve job performance and encourages a proactive and innovative approach to JC.

Another finding from the study suggests that WE mediates the relationship between POS and JC. This finding aligns with and supports existing studies in the literature (Bakker et al., 2008; Bakker et al., 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 findings indicate the significant role of support and resources in the workplace in shaping JC and enhancing employees' WE, thereby improving JC. Organizations should provide support to help employees develop a strong emotional connection to their work and engage in job crafting to better match their employment with their own needs and values. Additionally, it highlights the critical role of WE in mediating the relationship between employees' POS and JC. Therefore, effectively providing support to employees and managing JC processes could be an appropriate strategy for reshaping work to be performed correctly and effectively.

Another result obtained from the research is that SC moderates the relationship between WE and JC. This result is consistent with earlier researches (Howard et al., 2016; Howard & Holmes, 2020). Furthermore, the mediated relationship between POS and JC through WE was stronger when employees possessed SC. This is an expected result because security officers often encounter challenging situations in their work. In such circumstances, their feelings of WE and SC empower JC behaviors, enabling them to reshape their tasks and work relationships appropriately and generate new solutions. Consequently, this facilitates the effective handling of challenging situations by employees.

Given Türkiye's considerable power distance and collectivist culture, it is crucial to analyze the study's findings in relation to the country's cultural traits. Türkiye is renowned for its collectivist culture, which prioritizes community cohesion and group loyalty over the requirements of any one person (Kabasakal & Bodur, 2007). Given that collectivist cultures greatly emphasize a sense of security and belonging within the organization, POS may be even more crucial in such contexts. Furthermore, people in Türkiye typically tolerate hierarchical authority and unequal power distribution because they live in a country with a high power distance culture. Because employees may depend more on the organization's resources and assistance to manage their jobs within the hierarchical structure, the function that POS plays in job construction could be especially important in such a culture. Additionally, Turkish culture, which values bravery, honor, and dignity, may connect significantly with SC. Security officers may exhibit behavior that show their courage and dedication to their jobs in a society that prizes courage, particularly if they have backing from the company.

### **5.1 Theoretical Implications**

By offering empirical support for the connections between the variables -POS, WE, SC, and JC among airport security officers-the current study adds to the body of literature already in existence. The confirmation of the positive impact of POS on JC highlights the importance of POS in cultivating JC behaviors. This finding aligns with the JD-R model, emphasizing the role of resources (POS) in stimulating proactive behaviors (JC) among employees (Demerouti & Bakker, 2014; Bakker et al., 2008).

Additionally, the validation of the mediating role of WE in the relationship between POS and JC underscores the mediating role of WEE in the relationship between POS and JC. This outcome validates earlier research emphasizing the importance of WE as a mechanism through which POS influences job-related outcomes (Bakker et al., 2012; Nielsen et al., 2017).

Moreover, the confirmation of Hypotheses 3 and 4 emphasizes the moderating role of SC in the relationship between WE and JC and the strength of the mediating relationship between POS and JC through WE. These results imply that employees' SC enhances the impact of WE on JC indicating that socially courageous employees are more likely to take the initiative to change how they do their employment, particularly if they feel like they have strong organizational support.

The study supports the Job Demands-Resources (JD-R) model with actual evidence for meaningful connections between POS WE SC, and JC among airport security officers. The results verify that POS positively influences JC, with WE mediating this relationship. Furthermore, the association between JC and WE, as well as the intensity of the mediating relationship between JC through WE and POS, are moderated by SC. These findings are consistent with the JD-R model's hypotheses, which highlight the significance of both personal and organizational resources—such as SC—in promoting proactive behaviors and improving JC among staff members.

### **5.2 Practical Implications:**

The study's conclusions have several applications for businesses, especially those in the aviation sector. First and foremost, companies ought to prioritize offering their staff members enough tools and support because doing so can raise their level of engagement at work and, in turn, encourage more JC behaviors. This can be accomplished by implementing procedures and regulations that foster a positive work atmosphere, like frequent feedback, chances for professional growth, and recognition schemes.



Organizations should also acknowledge social courage's role in encouraging JC activities. Employees who participate in training programs that cultivate their SC may find that their jobs are better designed and their relationships with coworkers are strengthened.

Finally, companies ought to consider how WE functions as a mediator between JC and POS. Organizations may develop a more dynamic and adaptable workforce that can handle demanding and uncertain work environments by encouraging employee WE.

### 5.3 Limitations and Future Studies

Notwithstanding the study's merits, several shortcomings need to be noted. First, the study's findings might not be as broadly applicable as they could be because they were limited to one airport in Türkiye. To validate the results, the study might be repeated in various cultural contexts in the future. Furthermore, the research utilized self-reported data, which could potentially be influenced by frequent method bias. Objective measurements or supervisor ratings may be included in subsequent research to reduce this bias. Finally, the study concentrated on the aviation sector, which has distinct features. Future research might examine how well the findings apply to different industries to strengthen the theoretical robustness of the findings.

## 6 Conclusion

In summary, this study offers insightful information about the connections between airport security officers' POS, WE, SC, and JC in a non-Western culture. The findings highlight the importance of WE and POS in fostering JC behaviors, as well as the moderating role of SC. The practical consequences of these findings for firms are significant, as they highlight the importance of fostering a supportive work environment and enhancing people's SC to improve their JC behaviors.

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