

Hubert, Philipp; Etgen, Sascha; Mojzisch, Andreas; Roswag, Malte; Häusser, Jan Alexander

**Article — Published Version**

## Examining the underpinnings of psychosocial safety climate in organizations: A crafting and identity perspective

Journal of Occupational and Organizational Psychology

**Provided in Cooperation with:**

John Wiley & Sons

*Suggested Citation:* Hubert, Philipp; Etgen, Sascha; Mojzisch, Andreas; Roswag, Malte; Häusser, Jan Alexander (2025) : Examining the underpinnings of psychosocial safety climate in organizations: A crafting and identity perspective, Journal of Occupational and Organizational Psychology, ISSN 2044-8325, Wiley, Hoboken, NJ, Vol. 98, Iss. 4, <https://doi.org/10.1111/joop.70075>

This Version is available at:

<https://hdl.handle.net/10419/335627>

**Standard-Nutzungsbedingungen:**

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

**Terms of use:**

*Documents in EconStor may be saved and copied for your personal and scholarly purposes.*

*You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.*

*If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.*



<https://creativecommons.org/licenses/by/4.0/>

## RESEARCH ARTICLE

# Examining the underpinnings of psychosocial safety climate in organizations: A crafting and identity perspective

Philipp Hubert<sup>1</sup>  | Sascha Etgen<sup>1</sup>  | Andreas Mojzisch<sup>2</sup> |  
Malte Roswag<sup>2,3</sup>  | Jan Alexander Häusser<sup>1</sup>

<sup>1</sup>Department of Psychology, Justus-Liebig-University Giessen, Giessen, Germany

<sup>2</sup>Institute of Psychology, University of Hildesheim, Hildesheim, Germany

<sup>3</sup>Department of Education and Psychology, Freie Universität Berlin, Berlin, Germany

## Correspondence

Philipp Hubert, Department of Psychology, Justus-Liebig-University Giessen, 35394 Giessen, Germany.

Email: [philipp.hubert@psychol.uni-giessen.de](mailto:philipp.hubert@psychol.uni-giessen.de)

## Funding information

Deutsche Forschungsgemeinschaft

## Abstract

There is mounting evidence that psychosocial safety climate (PSC) is positively associated with employees' mental well-being and negatively associated with burnout. Drawing on a crafting perspective, we hypothesized that these relationships are mediated by both on-job and off-job crafting. We further hypothesized that organizational identification moderates the relationship between PSC and crafting, constituting a first-stage moderated mediation model. In a pre-registered, time-lagged study with three measurement waves, we collected data from 266 employees. As predicted, PSC was positively related to mental well-being and negatively to both disengagement and emotional exhaustion. Supporting our hypotheses, on-job crafting mediated the relationships between PSC and mental well-being, and between PSC and disengagement, but not emotional exhaustion. Off-job crafting, in turn, mediated the relationships between PSC and both well-being and emotional exhaustion, but not disengagement. Although organizational identification did not moderate indirect effects via on-job crafting, it did moderate the mediation pathways through off-job crafting for both mental well-being and emotional exhaustion, but not disengagement. In conclusion, our study advances PSC research by integrating a job crafting lens and by identifying organizational identification as a key boundary condition influencing PSC's effectiveness.

## KEYWORDS

burnout, crafting, off-job crafting, on-job crafting, organizational identification, psychosocial safety climate

This is an open access article under the terms of the [Creative Commons Attribution](https://creativecommons.org/licenses/by/4.0/) License, which permits use, distribution and reproduction in any medium, provided the original work is properly cited.

© 2025 The Author(s). *Journal of Occupational and Organizational Psychology* published by John Wiley & Sons Ltd on behalf of The British Psychological Society.

### Practitioner points

- When leaders cultivate an environment that prioritizes employees' psychological health and safety, referred to as a strong psychosocial safety climate (PSC), employees tend to experience greater mental well-being and reduced burnout.
- Perceiving a high PSC encourages employees to proactively shape both their work and non-work lives to better meet their individual needs, a process known as on-job and off-job crafting.
- Employees who engage in promotion-focused crafting – seeking resources, growth opportunities, and new challenges – benefit most in terms of well-being. In contrast, those who adopt a prevention-focused approach, aimed at avoiding job demands, may remain vulnerable to disengagement and burnout, even in a supportive climate.
- The degree to which employees identify with their organization predicts whether PSC translates into off-job crafting. Higher levels of organizational identification strengthen this link, resulting in greater off-job crafting, enhanced well-being, and reduced emotional exhaustion.

## BACKGROUND

Recent research on the impact of work environments on occupational health has identified psychosocial safety climate (PSC) as a vital factor for enhancing health and well-being (Dollard & Bakker, 2010). PSC is defined as 'policies, practices and procedures that protect worker psychological health and safety' (Dollard & Bakker, 2010, p. 580). It has been linked to higher levels of job resources and personal resilience and negatively related to burnout, bullying, verbal abuse, and the risk of injury (for an overview, see Amodu et al., 2023). While research has consistently demonstrated the beneficial effects of PSC, much of it – rooted in the Job-Demand-Resources (JD-R) model (Demerouti et al., 2001) – has concentrated on working conditions as mediators. Thus, prior studies have largely overlooked the individual behavioural and psychological processes that could explain or shape the relationship between PSC and individual health outcomes (Loh et al., 2019).

Regarding the individual behavioural pathways that may mediate the relationship between PSC and psychological health, a fruitful line of research concerns employees' on-job and off-job crafting (de Bloom et al., 2020). Crafting entails proactive efforts by employees to improve their personal and professional situation (Berg et al., 2010; Lichtenthaler & Fischbach, 2019). More specifically, it comprises self-initiated and voluntary actions aimed at adapting both work (on-job crafting) and non-work (off-job crafting) domains to better fit employees' needs, abilities, and preferences, ultimately fostering job fit and well-being (Kujanpää et al., 2022; Tims et al., 2012; Wrzesniewski & Dutton, 2001).

The association of an organizational climate on individual employees often depends on how perceptions of climate translate into behavioural expectations (Beus et al., 2023). Accordingly, organizational identification should serve as a key moderator of the extent to which PSC leads to adaptive behaviours (Loh et al., 2019). According to the social identity approach (Tajfel & Turner, 1979; Turner, 1985), individuals are more susceptible to normative cues, and hence, are more likely to be affected when they strongly identify with a relevant group or social entity, such as their organization (Duderstadt et al., 2024; Hogg & Turner, 1985). Hence, employees with higher organizational identification are more likely to adopt behaviours and attitudes they perceive as typical within their organization (Lee et al., 2015).

The key idea of the present paper is that PSC should foster both on-job and off-job crafting. A strong PSC not only provides resources for crafting efforts but also signals that healthy and sustainable work practices are valued, thereby motivating employees to craft their lives in ways that better serve their needs and preferences. We thus hypothesized that employees who perceive a higher PSC would engage more strongly in both on-job and off-job crafting. As a result, these crafting behaviours were expected to correspond to higher levels of mental well-being and lower levels of burnout, enhancing overall psychological well-being. Moreover, we argue that employees with higher organizational identification should be more inclined to translate PSC into behavioural reactions. To investigate these assumptions, we conducted a pre-registered, three-wave study with US employees ([https://osf.io/h5du8/?view\\_only=797eacb6d8e74b798d850fff46ffcadd](https://osf.io/h5du8/?view_only=797eacb6d8e74b798d850fff46ffcadd)). Our theoretical model is displayed in Figure 1.

Our research makes several contributions to the literature. First, it extends PSC research by investigating on-job and off-job crafting as mediators that translate climate perceptions into individual health outcomes. This approach deepens our understanding of the behavioural mechanisms linking PSC to mental health.

Second, we contribute to the literature on crafting by examining how PSC relates to both on-job and off-job crafting, thereby extending the organizational climate perspective beyond organizational boundaries. Given that mental health is multi-determined and cannot be explained by workplace predictors alone, this broader view is essential.

Finally, we follow recommendations to investigate boundary conditions of organizational climate (Busse et al., 2017; Schneider et al., 2013). We argue that the effects of PSC on employee behaviour (such as crafting) critically depend on the degree to which employees identify with their organization and internalize its values and norms. This highlights the role of organizational identification as a moderator of PSC's effectiveness and contributes to the relatively sparse literature on the intersection of organizational climate and identification.

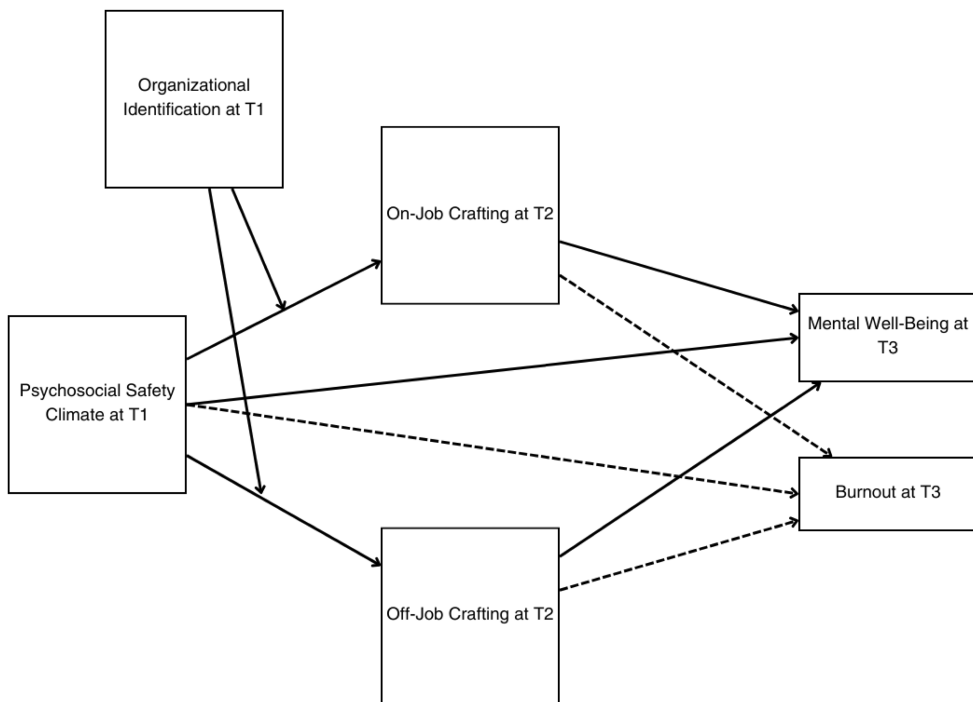


FIGURE 1 Hypothesized relationships between organizational and psychological constructs over three time points (t1, t2, t3). Dashed lines resemble negative relationships.

## Theoretical background: Psychosocial safety climate

PSC is a facet-specific dimension of organizational climate that emphasizes the importance of employees' psychological health (Hall et al., 2010). It reflects employees' perceptions of organizational policies and practices aimed at safeguarding workers' psychological health and safety (Dollard & Bakker, 2010). As with other forms of organizational climate, PSC levels are largely shaped by management behaviour and practices (Loh et al., 2021). For example, when leaders explicitly prioritize psychological health alongside production goals, they signal to employees that mental well-being is a valued organizational concern (Hall et al., 2010).

Conceptually, PSC is grounded in the JD-R model (Demerouti et al., 2001). Within this framework, PSC functions as an organizational resource that both mitigates job demands and enhances job resources, thereby supporting employees' psychological health (Dollard & Bakker, 2010). Reviews further highlight that PSC fosters social resources, supportive interactions, and positive emotional experiences, all of which help reduce energy depletion at work and sustain long-term psychological health (Loh et al., 2019). In high-PSC organizations, employees perceive their psychological health as a valued asset and experience active support, information, and encouragement from management to improve their well-being.

A growing body of literature across domains shows that higher PSC levels benefit mental health and safety outcomes (Amoadu et al., 2023; Dollard et al., 2012; Garrick et al., 2014; Loh et al., 2018; Loh & Dollard, 2024). Studies consistently find that higher PSC is associated with reduced burnout and enhanced overall well-being (Amoadu et al., 2023; Bailey et al., 2015; Dollard et al., 2017; Idris et al., 2014; Parkin et al., 2023). Because PSC is theorized to increase job resources and decrease job demands (Dollard & Bakker, 2010), we expect that higher perceived PSC will predict lower levels of the two burnout dimensions, disengagement and emotional exhaustion, as these are closely tied to job resources and job demands (Halbesleben & Demerouti, 2005). Moreover, we predict that higher PSC will be associated with better mental well-being, defined as the subjective experience of happiness and life satisfaction (Tennant et al., 2007), due to its proximal and distal beneficial effects.

Organizational climate is often defined and measured as a shared construct (Schneider et al., 2013). However, some perspectives argue that even though individual perceptions may be affected by situational factors or emotions, they nevertheless provide crucial information (James & Jones, 1974). Following recent discussions on this issue (Kessler, 2019; Loh et al., 2019), we decided to measure PSC as a perceived climate, particularly given our focus on individual-level outcomes and mediators, including off-job behaviour. Accordingly, we pre-registered the following hypotheses for the present study:

**H1a.** PSC is positively related to mental well-being (greater PSC will predict more overall mental well-being).

**H1b.** PSC is negatively related to burnout (greater PSC will predict lower levels of burnout).

## Psychosocial safety climate and employee behaviour

By definition, organizational climate encompasses the behaviours that are expected and rewarded within an organization (Schneider et al., 2013). In the context of PSC, this implies that organizations actively encourage engagement in psychological safety and health-related behaviours (Hall et al., 2010). Because climate perceptions typically guide individual behaviour in the organizational context (Beus et al., 2023), PSC should function as an antecedent of behaviours aimed at supporting employee well-being (Hall et al., 2010). Yet, most PSC research has focused on working conditions as mediators (Loh et al., 2019), leaving the underlying behavioural pathways insufficiently explored. However, individual health behaviour and proactive behaviours are important drivers of well-being, beyond contextual

workplace or organizational factors (Sonnetag et al., 2023). To date, only a few studies have linked PSC to concrete employee behaviours (Bronkhorst, 2015; Lawrie et al., 2018; Yulita et al., 2022), and a unifying theoretical framework for these behavioural mechanisms is still lacking.

Moreover, health-related organizational climates such as PSC might not be confined to organizational boundaries but should also affect behaviour in the non-work domain (Hubert et al., 2022; Naveh & Katz-Navon, 2015; Roswag et al., 2023; Sonnetag & Pundt, 2016). Theoretically, PSC could affect off-job outcomes through behavioural and psychological transfer (Edwards & Rothbard, 2000; ten Brummelhuis & Bakker, 2012). Nevertheless, this perspective has been largely overlooked in the PSC literature. In particular, because health and well-being are shaped by multiple factors and extend physical boundaries of the workplace, a more holistic perspective is required that explicitly incorporates both the work and non-work domains (Sonnetag et al., 2023). Taken together, we argue that a unifying, theory-based behavioural mechanism is needed to investigate the effects of PSC on employees' psychological health both at work and in the non-work domain.

## A crafting behaviour perspective on the relationship between psychosocial safety climate and well-being

In this article, we propose that job crafting represents a key behavioural mechanism explaining why PSC relates to employee health and well-being. From a job crafting perspective, employees are viewed as proactive agents who adapt their jobs to better fit their individual needs and preferences (Lichtenthaler & Fischbach, 2019; Wrzesniewski & Dutton, 2001). Job crafting includes self-initiated behaviours – either expanding or reducing job aspects – that transform the structure and content of jobs through a bottom-up process (Lichtenthaler & Fischbach, 2019). Several scholars have proposed a distinction between on-job and off-job crafting (de Bloom et al., 2020). On-job crafting refers to proactive changes that employees make within the boundaries of their work role and work environment. To illustrate, employees high in on-job crafting may actively seek supervisor feedback or take steps to prevent emotional overload. By contrast, off-job crafting is defined as ‘workers' proactive and self-initiated changes in their off-job lives’ (Kujanpää et al., 2022, p. 02). This notion integrates research on home and leisure crafting (Berg et al., 2010; Demerouti et al., 2020) and extends the crafting perspective to employees' non-work domain. Such behaviours may include, for example, engaging in recreational activities to recover from work (Abdel Hadi et al., 2021).

More recently, crafting has also been studied from a regulatory focus perspective (Higgins et al., 1997), distinguishing between promotion-focused crafting (e.g., increasing challenges or job resources) and prevention-focused crafting (e.g., decreasing hindrances) (de Bloom et al., 2020; Lichtenthaler & Fischbach, 2019). Integrating these insights, de Bloom et al. (2020) argued that crafting can be understood as a way of optimizing functioning across identity domains, with positive consequences for both work and non-work outcomes, including work-related well-being and life satisfaction. Therefore, on-job and off-job crafting may form an important, yet underexplored, link between PSC and psychological health. But how could PSC stimulate such proactive crafting efforts?

Conceptualized as an upstream resource, we argue that PSC signals organizational support for employees' autonomy over their work schedules and methods as well as opportunities for skill development (Dollard & Bakker, 2010). These signals are often conveyed through employee involvement in psychological safety and health issues or through management's willingness to listen to concerns (Hall et al., 2010). Therefore, a strong PSC reflects a resource-rich environment that not only fosters autonomy but also provides a motivational trigger for crafting (Rudolph et al., 2017). Moreover, employees are theorized to engage in crafting when they experience a discrepancy between their needs and the extent to which these needs are met (de Bloom et al., 2020). Employees' perceptions of the workplace climate shape what employees expect will happen if they act in certain ways (e.g., ‘Management expects me to behave like this’). These expectations, in turn, guide behaviours in that particular climate (Beus et al., 2023). A strong PSC communicates to employees that psychosocial safety at the workplace is prioritized (Hall et al., 2010) and thereby provides

meaning in their work environment (Beus et al., 2023). This, in turn, should trigger specific crafting motives aligned with management's priorities. Moreover, PSC signals clear goals that can help attune and validate individual need satisfaction (de Bloom et al., 2020). Therefore, a strong PSC establishes expected norms and behaviours, and when discrepancies between needs and resources arise, these signals should trigger corresponding crafting behaviour.

Previous theory further suggests that work resources can build non-work resources, which in turn feed back into the work domain (ten Brummelhuis & Bakker, 2012). Therefore, the positive effects of PSC should not only be limited to the workplace but, consistent with conservation of resources theory (Hobfoll, 1989), also extend to the non-work domain (ten Brummelhuis & Bakker, 2012). In this sense, we argue that PSC should encourage employees to act as proactive agents not only at work but also in the non-work domain. Furthermore, recent crafting theory suggests that unmet needs in the work domain may elicit compensatory crafting in the non-work domain (de Bloom et al., 2020). Therefore, satisfying individual needs through crafting should promote optimal functioning in both the work and non-work domains (de Bloom et al., 2020), further supporting the idea that PSC facilitates off-job crafting and thereby enhances broader psychological well-being.

Preliminary evidence for our model comes from a study showing that on-job crafting mediates the effects of PSC on work engagement and organizational commitment and that PSC is positively related to perceived job resources and crafting behaviours (Hu et al., 2022). However, these findings are restricted to workplace behaviours and motivational outcomes. While there is tentative evidence that PSC may also shape behaviour in the non-work domain (Lawrie et al., 2018; Yulita et al., 2022), no empirical study has, to the best of our knowledge, examined the relationship between PSC and off-job crafting. We argue that PSC should facilitate both on-job and off-job crafting by providing the resources and motivational triggers necessary for employees to engage in proactive behaviour both at work and in the non-work domain.

Based on this reasoning, we pre-registered the following hypotheses

**H2.** PSC is positively related to on-job crafting (greater PSC will predict more on-job crafting).

**H3.** PSC is positively related to off-job crafting (greater PSC will predict more off-job crafting).

Previous findings demonstrate that both on-job and off-job crafting predict greater employee well-being (Robledo et al., 2019; Tims et al., 2013; Tušl et al., 2022). Building on this evidence, we propose that PSC affects well-being and burnout indirectly through its impact on on-job and off-job crafting. Given the multi-determined and complex nature of well-being, we argue that considering both forms of crafting is essential to understand how PSC affects employee behaviour. Accordingly, we pre-registered the following hypotheses

**H4a.** The effect of PSC on overall mental well-being is mediated through on-job crafting (greater PSC will predict more on-job crafting, which in turn will predict higher mental well-being).

**H4b.** The effect of PSC on burnout is mediated through on-job crafting (greater PSC will predict more on-job crafting, which in turn will predict lower levels of burnout).

**H5a.** The effect of PSC on overall mental well-being is mediated through off-job crafting (greater PSC will predict more off-job crafting, which in turn will predict higher mental well-being).

**H5b.** The effect of PSC on burnout is mediated through off-job crafting (greater PSC will predict more off-job crafting, which in turn will predict lower levels of burnout).

## The moderating role of organizational identification

Psychological factors that could moderate the relationship between organizational climate and health have rarely been investigated (for an exception, see Hubert et al., 2025). To address this gap, we examine organizational identification as a potential moderator of the relationship between PSC and employees' crafting behaviours. The social identity approach (Haslam, 2012; van Knippenberg et al., 2002), which encompasses social identity theory (Tajfel & Turner, 1979) and self-categorization theory (Turner, 1985), provides a useful framework for this purpose. Social identity has been defined as 'that part of an individual's self-concept which derives from his [sic] knowledge of his membership of a social group (or groups) together with the value and emotional significance attached to that membership' (Tajfel, 1978, p. 68; Tajfel & Turner, 1979). Thus, once a shared group membership is salient, individuals tend to align their attitudes and behaviours with group norms and values (Haslam et al., 2009).

In organizational contexts, stronger identification means that as employees integrate the organization into their self-concept (Ashforth et al., 2008). This integration heightens the impact of group-based social cues (Turner, 1985), making employees with high organizational identification more likely to adopt the behaviours and values endorsed by their organization (Lee et al., 2015; van Dick et al., 2008). In such cases, perceived values and norms are judged as more valid and more reliable (Spears, 2021) and therefore become stronger behavioural guides, especially when organizational membership is central to one's identity (Duderstadt et al., 2024; Terry & Hogg, 1996). As a result, organizational climate is more readily internalized through self-categorization processes (Ashforth et al., 2000; Kaluza et al., 2020; Spears, 2021).

Applied to PSC, employees with strong organizational identification should be more attentive and receptive to managerial actions, communications, and support related to psychosocial safety. They are also more likely to assign greater subjective value to such information, increasing the likelihood that PSC is internalized and shapes their job crafting motivations. Moreover, when organizational identification is high, the boundaries between work and personal identity become more permeable, making it more likely that the behavioural expectations implied by PSC extend into stronger crafting behaviours (Ashforth et al., 2000). Based on this reasoning, we pre-registered the following hypotheses:

**H6a.** Organizational identification moderates the mediation described in H4a (first-stage moderated mediation): The indirect effect of PSC on mental well-being via on-job crafting is stronger when organizational identification is high compared with when identification is low.

**H6b.** Organizational identification moderates the mediation described in H4b (first-stage moderated mediation): The indirect effect of PSC on burnout via on-job crafting is stronger when organizational identification is high compared with when identification is low.

**H7a.** Organizational identification moderates the mediation described in H5a (first-stage moderated mediation): The indirect effect of PSC on mental well-being via off-job crafting is stronger when organizational identification is high compared with when identification is low.

**H7b.** Organizational identification moderates the mediation described in H5b (first-stage moderated mediation): The indirect effect of PSC on burnout via off-job crafting is stronger when organizational identification is high compared with when identification is low.

## METHOD

### Participants and procedure

The study was pre-registered at the Open Science Framework (OSF; [https://osf.io/h5du8/?view\\_only=797eacb6d8e74b798d850fff46ffcadd](https://osf.io/h5du8/?view_only=797eacb6d8e74b798d850fff46ffcadd)). We conducted a survey with three measurement points and a time lag of 5 weeks between each measurement point through an international panel provider (Prolific.com). Participants were prescreened through Prolific and had to be US residents, work at least 21 hours per week, and have an organizational tenure of at least six months. As pre-registered, we invited 400 participants (anticipating ~25% attrition across waves). Ultimately, 308 participants completed all three waves. As a first step, we excluded participants who either failed attention checks or responded extremely quickly (completing a page in less than half the mean response time), a procedure recommended for online questionnaires (Leiner, 2019). Moreover, in line with our pre-registered inclusion criteria, we excluded 19 individuals who indicated they were self-employed. The final sample consisted of 266 participants and included 91 women, 169 men, and 6 individuals who identified as 'other'. The mean age of participants was  $M = 41.06$  ( $SD = 11.62$ ). Participants worked an average of 40.19 hours per week ( $SD = 6.84$ ) across 5.03 days ( $SD = .62$ ). All constructs were measured at all three waves (demographic variables were only assessed at T1). Participants received £3.80 ( $\approx$  \$4.79) for their participation in all three measurement points. Participants gave informed consent, and the study received ethical approval by the local institutional review board.

### Measures

#### Psychosocial safety climate

PSC was measured using a 12-item scale (Hall et al., 2010). Sample item: 'In my workplace senior management acts quickly to correct problems/issues that affect employees' psychological health' on a 5-point scale (1 = 'strongly disagree', 5 = 'strongly agree',  $\omega = .97$ ).

#### On-job crafting

On-job crafting was assessed with a 21-item scale (Tims et al., 2012). While on-job crafting was assessed over four factors: 'increasing structural job resources', 'increasing social job resources', 'increasing challenging job demands', and 'decreasing hindering job demands' (sample item: 'I try to ensure that my work is emotionally less intense'), we used an overall mean-score for our analysis. All items were answered using a 5-point frequency scale (1 = 'never', 5 = 'often',  $\omega = .72$ ).

#### Off-job crafting

Off-job crafting was measured with a questionnaire by Kujanpää et al. (2022). This questionnaire uses an 18-item scale to assess off-job crafting over six dimensions (detachment, relaxation, autonomy, mastery, meaning, and affiliation; sample item: 'I've made sure to experience close connections to the people around me during off-job time'). Similar to on-job crafting, we used the overall mean for our analysis. Items were answered using a 5-point frequency scale (1 = 'never', 5 = 'very often',  $\omega = .87$ ).

## Organizational identification

Organizational identification was assessed with a commonly used measure (Doosje et al., 1995) consisting of four items (sample item: ‘I identify myself with my organization’) on a seven-point scale (1 = ‘strongly disagree’, 7 = ‘strongly agree’;  $\omega = .94$ ).

## Burnout

Burnout was assessed using the English translation of the Oldenburg–Burnout Inventory (OLBI; Halbesleben & Demerouti, 2005), which captures two dimensions: disengagement and emotional exhaustion. Both factors are theorized to have different causes (Demerouti et al., 2010; Halbesleben & Demerouti, 2005; Maslach et al., 2001) and to differ in their temporal order (Edú-Valsania et al., 2022; Rogala et al., 2016). Despite the common practice of assessing burnout using only the exhaustion component (Shoman et al., 2021), we included both disengagement and emotional exhaustion as separate outcomes. This decision was grounded in theory and supported by model fit (see ‘Statistical Analysis’). The significant difference tests indicated that treating exhaustion and disengagement as separate dimensions provided a better fit than combining them. We therefore decided to include disengagement and emotional exhaustion as separate outcome variables in our model.

Each dimension was measured using eight items, rated on a 5-point Likert scale (1 = ‘strongly disagree’, 5 = ‘strongly agree’, sample item for emotional exhaustion: ‘During my work, I often feel emotionally drained’,  $\omega = .92$ , sample item for disengagement: ‘It happens more and more often that I talk about my work in a negative way’,  $\omega = .90$ ).

## Mental well-being

Mental well-being was assessed using the Warwick–Edinburgh mental well-being scale (WEMWBS) which focuses entirely on positive aspects of mental health (Tennant et al., 2007). Following the instructions, mental well-being was assessed retrospectively for the last 2 weeks. The WEMWBS uses 14 items on a 5-point scale (1 = ‘none of the time’, 5 = ‘all of the time’) and conceptualizes mental well-being as a single factor (sample item: ‘I’ve been feeling relaxed’,  $\omega = .95$ ).

## Statistical analysis

For our analysis, we used R (R Core Team, 2023), lavaan (Rosseel, 2012), and the semTools package (Jorgensen et al., 2022) to conduct further analyses. For the moderation analysis, we calculated the interaction term between PSC and organizational identification, as recommended for structural equation modelling (Lin et al., 2010; Marsh et al., 2004). Furthermore, we used an overall model which included all our relevant variables and interactions to calculate our results. Standard errors and confidence intervals were bootstrapped with 5000 replications.

The scales used in this study are well established in psychological and organizational research, consistently demonstrating conceptual clarity and coherent factor structures (Cooke et al., 2016; Morstatt et al., 2025; Shee et al., 2025). A confirmatory factor analysis (CFA) revealed that the seven-factor model with PSC, organizational identification, on-job crafting, off-job crafting, emotional exhaustion, disengagement and mental well-being showed an acceptable fit,  $\chi^2 = 6426.735$ ,  $df = 3438$ ,  $p < .001$ , RMSEA = .057, CFI = .849. The seven-factor model was superior to a six-factor model (combining exhaustion and disengagement to one factor), resulting in a significant difference in the comparison of both models,  $\Delta\chi^2(6) = 144.45$ ,  $p < .001$ . Moreover, it was also superior to a five-factor model where both dimensions of crafting were combined,  $\Delta\chi^2(5) = 3384.3$ ,  $p < .001$ . It was

also superior to a one-factor model, resulting in a significant difference,  $\Delta\chi^2(15) = 2538.81, p < .001$ . However, the seven-factor model fit significantly worse than an eight-factor model,  $\Delta\chi^2(7) = 129.75, p < .001$ , in which on-job crafting was split into promotion-focused and prevention-focused dimensions (Lichtenthaler & Fischbach, 2019; Zhang & Parker, 2019). As we pre-registered our hypotheses using a global scale of on-job crafting, we included an explanatory analysis in the Supporting Information to account for differences between a promotion and prevention focus that have been identified in recent research (Lichtenthaler & Fischbach, 2019; Rudolph et al., 2017; Zhang & Parker, 2019).

## RESULTS

Mean, standard deviations, and correlations between all variables are displayed in Table 1. The results of our path analysis are displayed in Table 2. Our results revealed that greater PSC at T1 was related to higher overall mental well-being at T3 ( $\beta = .33, SE = .06, p < .001, 95\% \text{ CI } [.20, .45]$ ) and to lower levels of emotional exhaustion ( $\beta = -.47, SE = .06, p < .001, 95\% \text{ CI } [-.59, -.35]$ ) as well as disengagement at T3 ( $\beta = -.44, SE = .06, p < .001, 95\% \text{ CI } [-.57, -.32]$ ), supporting Hypothesis 1a and Hypothesis 1b. Moreover, greater PSC at T1 was related to more on-job crafting at T2 ( $\beta = .32, SE = .06, p < .001, 95\% \text{ CI } [.20, .44]$ ) as well as more off-job crafting at T2 ( $\beta = .22, SE = .09, p = .011, 95\% \text{ CI } [.04, .37]$ ), thereby supporting Hypotheses 2 and 3.

We next analysed whether on-job crafting (Hypothesis 4) and off-job crafting (Hypothesis 5) mediated the relationship between PSC, emotional exhaustion and mental well-being. Partially supporting the b-paths of the proposed mediations, greater on-job crafting was positively related to mental well-being ( $\beta = .16, SE = .07, p = .028, 95\% \text{ CI } [.02, .30]$ ) and negatively related to disengagement ( $\beta = -.28, SE = .07, p < .001, 95\% \text{ CI } [-.41, -.16]$ ), but not related to lower emotional exhaustion ( $\beta = -.09, SE = .07, p = .164, 95\% \text{ CI } [-.23, .04]$ ). Consequently, on-job crafting mediated the relationships between PSC and mental well-being ( $\beta = .05, SE = .03, p = .047, 95\% \text{ CI } [.01, .11]$ ), and between PSC and disengagement ( $\beta = -.09, SE = .02, p < .001, 95\% \text{ CI } [-.14, -.05]$ ), but not between PSC and emotional exhaustion ( $\beta = -.03, SE = .02, p = .182, 95\% \text{ CI } [-.08, .01]$ ). Higher PSC was linked to more on-job crafting, which in turn related to greater mental well-being and lower disengagement. No indirect relationship (via on-job crafting) was found with emotional exhaustion. Thus, Hypothesis 4a is supported, while Hypothesis 4b was only partially supported.

Moreover, partially supporting the b-paths of the proposed mediations, greater off-job crafting was positively related to mental well-being ( $\beta = .35, SE = .06, p < .001, 95\% \text{ CI } [.23, .46]$ ) and negatively to emotional exhaustion ( $\beta = -.19, SE = .06, p < .001, 95\% \text{ CI } [-.30, -.09]$ ), but not to disengagement ( $\beta = .00, SE = .06, p = .939, 95\% \text{ CI } [-.01, .01]$ ). Consequently, off-job crafting mediated the relationship between PSC and mental well-being ( $\beta = .08, SE = .03, p = .017, 95\% \text{ CI } [.01, .14]$ ), and the relationship between PSC and emotional exhaustion ( $\beta = -.04, SE = .02, p = .023, 95\% \text{ CI } [-.09, -.01]$ ), but not the relationship between PSC and disengagement ( $\beta = .00, SE = .01, p = .940, 95\% \text{ CI } [-.02, .03]$ ). Higher PSC was linked to more off-job crafting, which in turn related to better mental well-being and lower emotional exhaustion. No indirect effect was found for disengagement; therefore, supporting Hypothesis 5a, but only partially supporting Hypothesis 5b.

In a final step, we analysed whether organizational identification at T1 acts as a first-stage moderator of the mediations (Hypotheses 6 and 7); results revealed that organizational identification did not moderate the indirect effects of PSC via on-job crafting on mental well-being ( $\beta = .01, SE = .01, p = .633, 95\% \text{ CI } [-.02, .02]$ ), nor emotional exhaustion ( $\beta = -.00, SE = .01, p = .631, 95\% \text{ CI } [-.02, .01]$ ), nor disengagement ( $\beta = -.01, SE = .02, p = .637, 95\% \text{ CI } [-.04, .03]$ ). Therefore, Hypotheses 6a and 6b were not supported. Nonetheless, the results revealed that organizational identification moderated the indirect effects from PSC on mental well-being via off-job crafting ( $\beta = .05, SE = .02, p = .015, 95\% \text{ CI } [.01, .10]$ ) and from PSC on emotional exhaustion via off-job crafting ( $\beta = -.03, SE = .01, p = .026, 95\% \text{ CI } [-.06, -.004]$ ), but not on disengagement via off-job crafting

TABLE 1 Means, standard deviations, and correlations with confidence intervals.

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6
1. PSC at T1	3.08	1.09						
2. Organizational Identification at T1	4.60	1.70	.68** [.60, .74]					
3. On-Job Crafting at T2	3.32	.63	.58** [.49, .65]	.60** [.52, .67]				
4. Off-Job Crafting at T3	3.85	.70	.17** [.05, .29]	.08 [-.04, .20]	.20** [.08, .32]			
5. Emotional Exhaustion at T3	2.25	.70	-.56** [-.63, -.47]	-.59** [-.66, -.51]	-.40** [-.50, -.29]	-.29** [-.40, -.18]		
6. Disengagement at T3	2.36	.71	-.61** [-.68, -.52]	-.76** [-.81, -.70]	-.54** [-.62, -.45]	-.13* [-.25, -.01]	.82** [.77, .85]	
7. Mental Well-Being at T3	3.55	.87	.48** [.38, .56]	.50** [.41, .59]	.41** [.31, .51]	.44** [.33, .53]	-.70** [-.76, -.64]	-.60** [-.67, -.52]

Note: *M* and *SD* are used to represent mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for each correlation. The confidence interval is a plausible range of population correlations that could have caused the sample correlation. \* indicates  $p < .05$ . \*\* indicates  $p < .01$ .

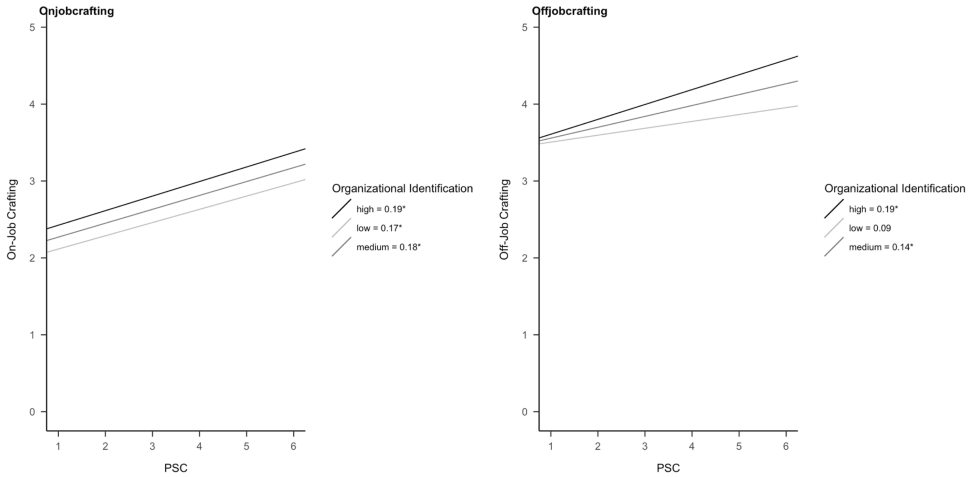
TABLE 2 Estimated path coefficients for the proposed structural equations model.

Hypotheses	Predictor → Outcome	$\beta$	SE	p	95% CI
H1a	PSC (T1) → Mental Well-Being (T3)	.33	.06	.000	[.20, .45]
H1b	PSC (T1) → Emotional Exhaustion (T3)	-.47	.06	.000	[-.59, -.34]
H1b	PSC (T1) → Disengagement (T3)	-.44	.06	.000	[-.56, -.31]
<b>On-job crafting</b>					
H2	PSC (T1) → On-Job Crafting (T2)	.32	.06	.000	[.20, .44]
	Organizational Identification (T1) → On-Job Crafting (T2)	.40	.07	.000	[.26, .53]
	Interaction PSC (T1) and Organizational Identification (T1) → On-Job Crafting (T2)	.03	.06	.645	[-.09, .16]
	On-Job Crafting (T2) → Mental Well-Being at T3	.16	.07	.028	[.02, .30]
	On-Job Crafting (T2) → Emotional Exhaustion at T3	-.09	.07	.164	[-.23, .04]
	On-Job Crafting (T2) → Disengagement at T3	-.28	.07	.000	[-.22, -.41]
H4a	Indirect Effect PSC (T1) on Well-Being (T3) via On-Job Crafting (T2)	.05	.03	.047	[.01, .11]
H4b	Indirect Effect PSC (T1) on Emotional Exhaustion (T3) via On-Job Crafting (T2)	-.03	.02	.182	[-.08, .01]
H4b	Indirect Effect PSC (T1) on Disengagement (T3) via On-Job Crafting (T2)	-.09	.02	.000	[-.14, -.05]
H6a	Moderation of the Indirect Effect from PSC (T1) via On-Job Crafting (T2) on Well-Being (T3) through Organizational Identification (T1)	.01	.01	.633	[-.02, .02]
H6b	Moderation of the Indirect Effect from PSC (T1) via On-Job Crafting (T2) on Emotional Exhaustion (T3) through Organizational Identification (T1)	-.00	.01	.631	[-.02, .01]
H6b	Moderation of the Indirect Effect from PSC (T1) via On-Job Crafting (T2) on Disengagement (T3) through Organizational Identification (T1)	-.01	.02	.637	[-.02, .01]
<b>Off-Job Crafting</b>					
H3	PSC (T1) → Off-Job Crafting at T2	.22	.09	.011	[.04, .38]
	Organizational Identification (T1) → Off-Job Crafting (T2)	.00	.09	.986	[-.17, .18]
	Interaction PSC (T1) and Organizational Identification (T1) → Off-Job Crafting at T2	.16	.07	.014	[.02, .28]
	Off-Job Crafting (T2) → Mental Well-Being (T3)	.35	.06	.000	[.23, .46]
	Off-Job Crafting (T2) → Emotional Exhaustion (T3)	-.19	.06	.000	[-.30, -.09]
	Off-Job Crafting (T2) → Disengagement (T3)	.00	.05	.939	[-.01, .01]
H5a	Indirect Effect PSC (T1) on Well-Being (T3) via Off-Job Crafting (T2)	.08	.03	.017	[.01, .14]
H5b	Indirect Effect PSC (T1) on Emotional Exhaustion (T3) via Off-Job Crafting (T2)	-.04	.02	.023	[-.09, -.01]
H5b	Indirect Effect PSC (T1) on Disengagement (T3) via Off-Job Crafting (T2)	-.00	.01	.940	[-.02, .03]
H7a	Moderation of the Indirect Effect from PSC (T1) via Off-Job Crafting (T2) on Well-Being (T3) through Organizational Identification (T1)	.05	.02	.015	[.01, .10]
H7b	Moderation of the Indirect Effect from PSC (T1) via Off-Job Crafting (T2) on Emotional Exhaustion (T3) through Organizational Identification (T1)	-.03	.01	.026	[-.06, -.004]

TABLE 2 (Continued)

Hypotheses	Predictor → Outcome	$\beta$	SE	p	95% CI
H7b	Moderation of the Indirect Effect from PSC (T1) via Off-Job Crafting (T2) on Disengagement (T3) through Organizational Identification (T1)	.00	.01	.939	[-.02, .02]
	Total Effect on Well-Being (T3)	.46	.06	.000	[.33, .57]
	Total Effect on Emotional Exhaustion (T3)	-.54	.05	.000	[-.64, -.44]
	Total Effect on Disengagement (T3)	-.53	.05	.000	[-.64, -.43]

Note: The moderator variable was double mean centred.



Note. The moderator variable was double mean centered.

FIGURE 2 Results of simple slope analysis depicting the effect of different levels of organizational identification on the relationship between perceived psychosocial safety climate and crafting. The moderator variable was double mean centred.

( $\beta = .00, SE = .01, p = .939, 95\% CI [-.02, .02]$ ). Overall, organizational identification strengthened the indirect effects of PSC via off-job crafting on mental well-being and emotional exhaustion, but not on disengagement, thereby rejecting Hypotheses 6a and 6b, while supporting Hypothesis 7a and partially supporting 7b.

Following up on this finding, we used a simple slope ( $-1 SD, 0 SD$  and  $+1 SD$ ) analysis to distinguish between low-, medium- and high-identified employees. The positive relationship between perceived PSC and off-job crafting was significant and strongest for high-identified employees ( $\beta = .19, p = .002, 95\% CI [.07, .32]$ ). Medium-identified employees also showed a positive, but weaker relationship ( $\beta = .14, p = .013, 95\% CI [.03, .25]$ ). By contrast, no significant relationship was found for low-identified employees ( $\beta = .01, p = .127, 95\% CI [-.03, .2]$ ). Results are displayed in Figure 2.

## DISCUSSION

Previous research found that PSC is positively related to mental well-being and negatively related to burnout (Amoadu et al., 2023; Dollard et al., 2017; Parkin et al., 2023). However, research is needed on the psychological underpinnings and individual behavioural pathways of these effects. To deepen the understanding of how and when the effects of PSC unfold, we studied PSC through a crafting and identity perspective.

The results of our pre-registered three-wave study supported our hypotheses that PSC is associated with increased overall mental well-being and decreased levels of burnout (in terms of lower emotional exhaustion and disengagement). As predicted, we found that greater perceived PSC is positively related to both on-job and off-job crafting. In our mediation analyses, we observed that these positive effects extended to overall mental well-being, and partially to burnout (only for disengagement but not for emotional exhaustion). Furthermore, off-job crafting proved to be a significant mediator for the relationship between PSC and overall mental well-being, and partially for burnout (only for emotional exhaustion but not for disengagement). Finally, while organizational identification did not moderate the pathways of PSC on well-being and burnout through on-job crafting, it moderated the indirect association of PSC and overall mental well-being and emotional exhaustion through off-job crafting. In particular, the relationship between PSC and off-job crafting – and its impact on well-being and exhaustion – was stronger among employees with high organizational identification than among those with low identification.

## Theoretical implications

Adopting a job crafting perspective on PSC, our study examined how PSC as a perceived working condition translates to subjective well-being by altering employees' proactive behaviour at work. Beyond the well-studied role of working conditions in PSC (Loh et al., 2019), our study provides tentative evidence on how and when PSC triggers proactive employee behaviour directed at positive changes in the work environment. These changes in turn increase mental health and well-being. Firstly, this is in line with research indicating person-directed measures that focus on individual work conditions in organizations are especially effective in fostering psychological well-being (Dreison et al., 2018; Sonnentag et al., 2023). Second, this contributes to the call to investigate more underlying psychological mechanisms of the JD-R framework (Bakker & Demerouti, 2017). Conceptualizing crafting as proactive behaviour in managing work time and aligning demands with personal preferences (de Bloom et al., 2020) offers further insight into how perceptions of the work environment shape individual health. Recent evidence suggests that lower PSC leads to higher emotional exhaustion via basic psychological need frustration (Shee et al., 2025). Typically, job crafting is perceived as an individual behaviour to reshape aspects of the job – such as tasks, relationships, or perceptions – to better align with individual needs (Tims et al., 2012). Consequently, our findings suggest that crafting may help prevent frustration of basic needs (autonomy, competence, and relatedness; Deci et al., 2017) by enabling employees to proactively alter their work environment when PSC is high. Moreover, conceptualizing job crafting as a domain-independent mechanism (Beus et al., 2023) extends the relevance of our findings beyond PSC, with potential implications for other climate domains (e.g., safety or service climate).

Second, our study extends the literature by demonstrating that PSC is also associated with crafting efforts in the non-work domain, supporting previous findings on climate to non-work domain transfer (Edwards & Rothbard, 2000; Hubert et al., 2022; Naveh & Katz-Navon, 2015). Resources such as increased autonomy fostered by a strong PSC might therefore also lead to accumulating resources in the non-work domain (Hobfoll, 2002; ten Brummelhuis & Bakker, 2012), enabling off-job crafting. Moreover, this finding can be explained by the fact that priorities, values, and behavioural expectations signalled by PSC generalize to the non-work domain (Edwards & Rothbard, 2000): The importance of health and well-being stimulates off-job crafting, thereby enhancing mental health and well-being (de Bloom et al., 2020).

Our mixed results for the two forms of crafting highlight the particular importance of off-job crafting for affective well-being when sub-facets of well-being are considered (Kujanpää et al., 2022). Theoretically, this can be explained by the JD-R model, which underpins PSC (Dollard & Karasek, 2010). According to the JD-R framework, it has been argued that affective outcomes, such as emotional exhaustion, are primarily linked to job demands, while motivational outcomes, such as disengagement, are more strongly linked to job resources (Demerouti et al., 2001). As such, reducing the impact of job

demands may require recovery-oriented behaviours outside of work, such as off-job crafting, which are less likely to affect motivational constructs like disengagement, which might rely on proactive behaviour and therefore on-job crafting at the workplace.

Finally, we investigated organizational identification as a potential moderator of the relationship between PSC and on-job and off-job crafting. While our results did not fully align with our pre-registered hypotheses, they point to organizational identification playing a particularly important role in facilitating the transfer of PSC to the non-work domain via off-job crafting. These results are in line with previous findings on the moderating effect of organizational identification on the relationship between safety climate and safety behaviour in the non-work domain (Hubert et al., 2025). Thus, in non-work settings, where work-related cues of PSC are less salient, the extent to which employees internalize organizational norms may become critical (Ashforth et al., 2000; de Bloom et al., 2020; Lee et al., 2015). Higher organizational identification appears to enable this internalization, aligning with recent job crafting theorizing stating that ‘one domain might be an extension of the other, leading to similar crafting motives, efforts, and outcomes in all domains’ (de Bloom et al., 2020, p. 1437). In conclusion, our results suggest that organizational identification might be an important boundary condition (Busse et al., 2017) for the beneficial consequences of PSC, particularly in shaping off-job behaviours that contribute to psychological health.

## Practical implications

Our results offer several practical implications. Foremost, enhancing PSC in the organization seems to be an important factor overall for promoting both on-job and off-job crafting. Our additional analyses indicate that leaders and intervention designers should foster promotion-focused behaviours, such as enhancing employees' growth, advancement, and development needs (Lichtenthaler & Fischbach, 2019). Our results suggest that organizational health practitioners should be encouraged to think beyond organizational boundaries, as off-job crafting mediated the effects of PSC on emotional exhaustion. Therefore, it is not only important to provide resources and autonomy for employees to engage in on-job crafting, but also to advise and support employees in engaging in off-job crafting activities. Moreover, our results suggest that organizational identification can play a crucial role in how PSC impacts off-job crafting in particular and therefore mental well-being and emotional exhaustion. Hence, organizations should cultivate a strong sense of identification among employees to extend the effects of PSC into their non-work lives. This could involve reinforcing shared values and fostering a sense of belonging within the organization.

## Limitations and directions for future research

Scholars have increasingly acknowledged the ambivalent outcomes of job crafting (Lichtenthaler & Fischbach, 2019; Zhang & Parker, 2019). This highlights a limitation of our study, as we only considered the differential effects of motivational orientations within crafting behaviour in our [Supplementary Analyses](#). In line with these ongoing discussions, our exploratory findings suggest that simply fostering crafting does not provide beneficial effects for psychological health per se. Consistent with previous theorizing (de Bloom et al., 2020; Lichtenthaler & Fischbach, 2019; Zhang & Parker, 2019), promotion-focused job crafting (e.g., increasing resources and taking on challenges) was positively associated with well-being outcomes, including higher mental well-being and lower disengagement and emotional exhaustion. By contrast, prevention-focused job crafting (e.g., reducing hindering demands) was either unrelated to well-being or showed even negative associations. These findings suggest that the behavioural signals conveyed by PSC may be particularly effective when they emphasize promotion-oriented strategies, which increase resources and positive affect. Conversely, if PSC emphasizes the avoidance of negative end-states, it may foster a prevention focus, which could undermine well-being

because ‘prevention-focused job crafting is about keeping things from happening’ (Lichtenthaler & Fischbach, 2019, p. 3). Therefore, employees might cure the symptoms but not the causes of their work situation, leading to lower levels of well-being in the long term. These insights could have important implications for PSC research. Future research should therefore explore the nuanced role of crafting focus in the relationship between PSC and psychological health. Understanding these dynamics may help organizations better tailor PSC initiatives to foster not just more crafting, but the right kind of crafting that supports employee well-being.

Although the seven-factor model was theoretically grounded and showed acceptable local fit, global fit indices fell below conventional thresholds despite a good RMSEA. This may be due to the modest sample size ( $N=266$ ) combined with model complexity, which in turn can attenuate incremental fit indices (Shi et al., 2019). We retained the model because it was pre-registered, grounded in validated measures (Halbesleben & Demerouti, 2005; Hall et al., 2010; Kujanpää et al., 2022; Tennant et al., 2007; Tims et al., 2012) and aligned with prior work (Morstatt et al., 2025). Future research should replicate the model in larger, more diverse, and longitudinal samples (see our [Supplemental Analysis](#)).

A further limitation of this study that should be addressed in future research is that we did not assess actual (observable) crafting behaviour. For a more profound understanding of how such behaviour unfolds, more incident-based measures like diary studies would be a fruitful strategy. However, a review of organizational health climate comparing studies that reduced common method bias with those that did not suggests that common method bias has little impact on organizational climate research (Loh et al., 2019). Still, it is important to note that we only used self-reported data, and that observed behaviour might provide further insights into specific actions carried out in response to PSC. Moreover, a recent study highlighted that employees engaging in off-job crafting would be more proactive when they had high levels of home development possibilities (Ho et al., 2024). Our present study only focused on PSC, but it seems plausible that the home environment could play an important role too. Therefore, future research should also assess crafting antecedents in the home environment. Lastly, as this study, to our knowledge, is the first to examine the interplay between PSC and off-job crafting, further studies should build on this and identify mechanisms through which PSC can lead to more crafting behaviour. Here, both scientists and practitioners could gain more insights into what kind of interventions would be especially effective to promote off-job crafting behaviour.

## CONCLUSION

The present study examined how PSC, on-job and off-job crafting, and organizational identification interact to predict employees' psychological health. We showed that PSC has the potential to foster on-job and off-job crafting, suggesting that a mental health-supportive workplace climate encourages employees to proactively shape their work roles and extend this proactive behaviour to the non-work domain. Our results also suggest that crafting efforts with a promotion focus at the workplace were associated with more favourable health outcomes, highlighting the value of approach-oriented strategies in enhancing well-being. Additionally, our results emphasize that off-job crafting remains an underexplored mechanism through which PSC contributes to psychological health, offering a promising pathway for future organizational climate research. Finally, organizational identification emerged as a key moderator, with higher levels of identification being associated with a stronger relationship between PSC and off-job crafting. This finding highlights the importance of organizational identification in enabling the spillover of organizational climate into non-work life.

## AUTHOR CONTRIBUTIONS

**Philipp Hubert:** Conceptualization; investigation; writing – original draft; methodology; writing – review and editing. **Sascha Etgen:** Conceptualization; methodology; writing – review and editing. **Andreas Mojzisch:** Conceptualization; funding acquisition; methodology; writing – review and editing; project administration; supervision. **Malte Roswag:** Conceptualization; methodology; writing

– review and editing. **Jan Alexander Häusser:** Conceptualization; funding acquisition; methodology; writing – review and editing; project administration; supervision.

## ACKNOWLEDGEMENT

Open Access funding enabled and organized by Projekt DEAL.

## FUNDING INFORMATION

This research was funded by a project grant awarded to AM and JAH (MO 1717/4-1, HA6455/7-1) by the German Research Foundation.

## CONFLICT OF INTEREST STATEMENT

The authors declare no conflicts of interest.

## DATA AVAILABILITY STATEMENT

The data that support the findings of this study are openly available in OSF at [https://osf.io/rzafg/?view\\_only=6eafecd5effd47ab87da30c14a25](https://osf.io/rzafg/?view_only=6eafecd5effd47ab87da30c14a25).

## ETHICS STATEMENT

This study was approved by the ethics committee of the University of Hildesheim (Fachbereich 01).

## ORCID

Philipp Hubert  <https://orcid.org/0000-0002-9093-8822>

Sascha Eigen  <https://orcid.org/0000-0001-6129-0724>

Malte Roswag  <https://orcid.org/0000-0002-5378-0560>

## REFERENCES

- Abdel Hadi, S., Bakker, A. B., & Häusser, J. A. (2021). The role of leisure crafting for emotional exhaustion in telework during the COVID-19 pandemic. *Anxiety, Stress, and Coping*, 34(5), 530–544. <https://doi.org/10.1080/10615806.2021.1903447>
- Amoadu, M., Ansah, E. W., & Sarfo, J. O. (2023). Influence of psychosocial safety climate on occupational health and safety: A scoping review. *BMC Public Health*, 23(1), 1344. <https://doi.org/10.1186/s12889-023-16246-x>
- Ashforth, B. E., Harrison, S. H., & Corley, K. G. (2008). Identification in organizations: An examination of four fundamental questions. *Journal of Management*, 34(3), 325–374. <https://doi.org/10.1177/0149206308316059>
- Ashforth, B. E., Kreiner, G. E., & Fugate, M. (2000). All in a day's work: Boundaries and micro role transitions. *Academy of Management Review*, 25(3), 472–491. <https://doi.org/10.5465/amr.2000.3363315>
- Bailey, T. S., Dollard, M. F., & Richards, P. A. M. (2015). A national standard for psychosocial safety climate (PSC): PSC 41 as the benchmark for low risk of job strain and depressive symptoms. *Journal of Occupational Health Psychology*, 20(1), 15–26. <https://doi.org/10.1037/a0038166>
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Berg, J. M., Grant, A. M., & Johnson, V. (2010). When callings are calling: Crafting work and leisure in pursuit of unanswered occupational callings. *Organization Science*, 21(5), 973–994. <https://doi.org/10.1287/orsc.1090.0497>
- Beus, J. M., Smith, J. H., & Taylor, E. C. (2023). Integrating organizational climate theory: A domain-independent explanation for climate formation and function. *Journal of Applied Psychology*, 108(12), 2018–2039. <https://doi.org/10.1037/apl0001117>
- Bronkhorst, B. (2015). Behaving safely under pressure: The effects of job demands, resources, and safety climate on employee physical and psychosocial safety behavior. *Journal of Safety Research*, 55, 63–72. <https://doi.org/10.1016/j.jsr.2015.09.002>
- Busse, C., Kach, A. P., & Wagner, S. M. (2017). Boundary conditions. *Organizational Research Methods*, 20(4), 574–609. <https://doi.org/10.1177/1094428116641191>
- Cooke, P. J., Melchert, T. P., & Connor, K. (2016). Measuring well-being. *The Counseling Psychologist*, 44(5), 730–757. <https://doi.org/10.1177/0011000016633507>
- de Bloom, J., Vaziri, H., Tay, L., & Kujanpää, M. (2020). An identity-based integrative needs model of crafting: Crafting within and across life domains. *Journal of Applied Psychology*, 105(12), 1423–1446. <https://doi.org/10.1037/apl0000495>
- Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, 4(1), 19–43. <https://doi.org/10.1146/annurev-orgpsych-032516-113108>

- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology, 86*(3), 499–512. <https://doi.org/10.1037/0021-9010.86.3.499>
- Demerouti, E., Hewett, R., Haun, V., De Gieter, S., Rodríguez-Sánchez, A., & Skakon, J. (2020). From job crafting to home crafting: A daily diary study among six European countries. *Human Relations, 73*(7), 1010–1035. <https://doi.org/10.1177/0018726719848809>
- Demerouti, E., Mostert, K., & Bakker, A. B. (2010). Burnout and work engagement: A thorough investigation of the independence of both constructs. *Journal of Occupational Health Psychology, 15*(3), 209–222. <https://doi.org/10.1037/a0019408>
- Dollard, M. F., & Bakker, A. B. (2010). Psychosocial safety climate as a precursor to conducive work environments, psychological health problems, and employee engagement. *Journal of Occupational and Organizational Psychology, 83*(3), 579–599. <https://doi.org/10.1348/096317909X470690>
- Dollard, M. F., Dormann, C., Tuckey, M. R., & Escartín, J. (2017). Psychosocial safety climate (PSC) and enacted PSC for workplace bullying and psychological health problem reduction. *European Journal of Work and Organizational Psychology, 26*(6), 844–857. <https://doi.org/10.1080/1359432X.2017.1380626>
- Dollard, M. F., & Karasek, R. A. (2010). Building psychosocial safety climate. In *Contemporary occupational Health Psychology* (pp. 208–233). Wiley. <https://doi.org/10.1002/9780470661550.ch11>
- Dollard, M. F., Opie, T., Lenthall, S., Wakerman, J., Knight, S., Dunn, S., Rickard, G., & MacLeod, M. (2012). Psychosocial safety climate as an antecedent of work characteristics and psychological strain: A multilevel model. *Work & Stress, 26*(4), 385–404. <https://doi.org/10.1080/02678373.2012.734154>
- Doosje, B., Ellemers, N., & Spears, R. (1995). Perceived intragroup variability as a function of group status and identification. *Journal of Experimental Social Psychology, 31*(5), 410–436. <https://doi.org/10.1006/jesp.1995.1018>
- Dreison, K. C., Luther, L., Bonfils, K. A., Sliter, M. T., McGrew, J. H., & Salyers, M. P. (2018). Job burnout in mental health providers: A meta-analysis of 35 years of intervention research. *Journal of Occupational Health Psychology, 23*(1), 18–30. <https://doi.org/10.1037/ocp0000047>
- Duderstadt, V. H., Mojzisch, A., & Germar, M. (2024). Social influence and social identity: A diffusion model analysis. *The British Journal of Social Psychology, 63*, 1137–1155. <https://doi.org/10.1111/bjso.12714>
- Edú-Valsania, S., Laguía, A., & Moriano, J. A. (2022). Burnout: A review of theory and measurement. *International Journal of Environmental Research and Public Health, 19*(3), 1780. <https://doi.org/10.3390/ijerph19031780>
- Edwards, J. R., & Rothbard, N. P. (2000). Mechanisms linking work and family: Clarifying the relationship between work and family constructs. *The Academy of Management Review, 25*(1), 178–199. <https://doi.org/10.2307/259269>
- Garrick, A., Mak, A. S., Cathcart, S., Winwood, P. C., Bakker, A. B., & Lushington, K. (2014). Psychosocial safety climate moderating the effects of daily job demands and recovery on fatigue and work engagement. *Journal of Occupational and Organizational Psychology, 87*(4), 694–714. <https://doi.org/10.1111/joop.12069>
- Halbesleben, J. R. B., & Demerouti, E. (2005). The construct validity of an alternative measure of burnout: Investigating the English translation of the Oldenburg burnout inventory. *Work & Stress, 19*(3), 208–220. <https://doi.org/10.1080/02678370500340728>
- Hall, G. B., Dollard, M. F., & Coward, J. (2010). Psychosocial safety climate: Development of the PSC-12. *International Journal of Stress Management, 17*(4), 353–383. <https://doi.org/10.1037/a0021320>
- Haslam, S. A. (2012). *Psychology in organizations: The social identity approach*. SAGE Publications Ltd. <https://doi.org/10.4135/9781446278819>
- Haslam, S. A., Jetten, J., Postmes, T., & Haslam, C. (2009). Social identity, health and well-being: An emerging agenda for applied psychology. *Applied Psychology, 58*(1), 1–23. <https://doi.org/10.1111/j.1464-0597.2008.00379.x>
- Higgins, E. T., Shah, J., & Friedman, R. (1997). Emotional responses to goal attainment: Strength of regulatory focus as moderator. *Journal of Personality and Social Psychology, 72*(3), 515–525. <https://doi.org/10.1037/0022-3514.72.3.515>
- Ho, K. L., Mäkikangas, A., Kerksieck, P., Morstatt, A. I., de Bloom, J., & Bauer, G. F. (2024). Job and off-job crafting profiles: Time-lagged relationships with job, home and personal resources and well-being outcomes. *Journal of Occupational and Organizational Psychology, 97*, 952–976. <https://doi.org/10.1111/joop.12506>
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist, 44*(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hobfoll, S. E. (2002). Social and psychological resources and adaptation. *Review of General Psychology, 6*(4), 307–324. <https://doi.org/10.1037/1089-2680.6.4.307>
- Hogg, M. A., & Turner, J. C. (1985). Interpersonal attraction, social identification and psychological group formation. *European Journal of Social Psychology, 15*(1), 51–66. <https://doi.org/10.1002/ejsp.2420150105>
- Hu, Q., Dollard, M. F., & Taris, T. W. (2022). Organizational context matters: Psychosocial safety climate as a precursor to team and individual motivational functioning. *Safety Science, 145*, 105524. <https://doi.org/10.1016/j.ssci.2021.105524>
- Hubert, P., Abdel Hadi, S., Mojzisch, A., & Häusser, J. A. (2022). The effects of organizational climate on adherence to guidelines for COVID-19 prevention. *Social Science & Medicine, 292*, 114622. <https://doi.org/10.1016/j.socscimed.2021.114622>
- Hubert, P., Hadi, S. A., Roswag, M., Mojzisch, A., & Häusser, J. A. (2025). Organizational identification moderates the effects of perceived COVID-19 safety climate on COVID-19 safety behavior in employees' personal life: A social identity approach. *Applied Psychology, Health and Well-Being, 17*(4). <https://doi.org/10.1111/aphw.70057>
- Idris, M. A., Dollard, M. F., & Yulita. (2014). Psychosocial safety climate, emotional demands, burnout, and depression: A longitudinal multilevel study in the Malaysian private sector. *Journal of Occupational Health Psychology, 19*(3), 291–302. <https://doi.org/10.1037/a0036599>

- James, L. R., & Jones, A. P. (1974). Organizational climate: A review of theory and research. *Psychological Bulletin*, 81(12), 1096–1112. <https://doi.org/10.1037/h0037511>
- Jorgensen, T. D., Pornprasertmanit, S., Schoemann, A. M., & Rosseel, Y. (2022). `semTools`: Useful tools for structural equation modeling. <https://cran.r-project.org/package=semTools>
- Kaluza, A. J., Schuh, S. C., Kern, M., Xin, K., & Dick, R. (2020). How do leaders' perceptions of organizational health climate shape employee exhaustion and engagement? Toward a cascading-effects model. *Human Resource Management*, 59(4), 359–377. <https://doi.org/10.1002/hrm.22000>
- Kessler, S. R. (2019). Are the costs worth the benefits? Shared perception and the aggregation of organizational climate ratings. *Journal of Organizational Behavior*, 40(9–10), 1046–1054. <https://doi.org/10.1002/job.2415>
- Kujanpää, M., Syrek, C., Tay, L., Kinnunen, U., Mäkikangas, A., Shimazu, A., Wiese, C. W., Brauchli, R., Bauer, G. F., Kerksieck, P., Toyama, H., & de Bloom, J. (2022). Needs-based off-job crafting across different life domains and contexts: Testing a novel conceptual and measurement approach. *Frontiers in Psychology*, 13, 959296. <https://doi.org/10.3389/fpsyg.2022.959296>
- Lawrie, E. J., Tuckey, M. R., & Dollard, M. F. (2018). Job design for mindful work: The boosting effect of psychosocial safety climate. *Journal of Occupational Health Psychology*, 23(4), 483–495. <https://doi.org/10.1037/ocp0000102>
- Lee, E.-S., Park, T.-Y., & Koo, B. (2015). Identifying organizational identification as a basis for attitudes and behaviors: A meta-analytic review. *Psychological Bulletin*, 141(5), 1049–1080. <https://doi.org/10.1037/bul0000012>
- Leiner, D. (2019). Too fast, too straight, too weird: Non-reactive indicators for meaningless data in internet surveys. *Survey Research Methods*, 13(3), 229–248. <https://doi.org/10.18148/srm/2019.v13i3.7403>
- Lichtenthaler, P. W., & Fischbach, A. (2019). A meta-analysis on promotion- and prevention-focused job crafting. *European Journal of Work and Organizational Psychology*, 28(1), 30–50. <https://doi.org/10.1080/1359432X.2018.1527767>
- Lin, G.-C., Wen, Z., Marsh, H., & Lin, H.-S. (2010). Structural equation models of latent interactions: Clarification of orthogonalizing and double-mean-centering strategies. *Structural Equation Modeling: A Multidisciplinary Journal*, 17(3), 374–391. <https://doi.org/10.1080/10705511.2010.488999>
- Loh, M. Y., & Dollard, M. F. (2024). Acting out when psychosocial safety climate is low: Understanding why middle-level managers experience upward mistreatment. *Frontiers in Psychology*, 15, 1336130. <https://doi.org/10.3389/fpsyg.2024.1336130>
- Loh, M. Y., Dollard, M. F., McLinton, S. S., & Tuckey, M. R. (2021). How psychosocial safety climate (PSC) gets stronger over time: A first look at leadership and climate strength. *Journal of Occupational Health Psychology*, 26(6), 522–536. <https://doi.org/10.1037/ocp0000308>
- Loh, M. Y., Idris, M. A., Dollard, M. F., & Isahak, M. (2018). Psychosocial safety climate as a moderator of the moderators: Contextualizing JDR models and emotional demands effects. *Journal of Occupational and Organizational Psychology*, 91(3), 620–644. <https://doi.org/10.1111/joop.12211>
- Loh, M. Y., Idris, M. A., Dormann, C., & Muhamad, H. (2019). Organisational climate and employee health outcomes: A systematic review. *Safety Science*, 118, 442–452. <https://doi.org/10.1016/j.ssci.2019.05.052>
- Marsh, H. W., Wen, Z., & Hau, K.-T. (2004). Structural equation models of latent interactions: Evaluation of alternative estimation strategies and indicator construction. *Psychological Methods*, 9(3), 275–300. <https://doi.org/10.1037/1082-989X.9.3.275>
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397–422. <https://doi.org/10.1146/annurev.psych.52.1.397>
- Morstatt, A. I., Bauer, G. F., de Bloom, J., Roman, Z. J., Tušl, M., & Kerksieck, P. (2025). Crafting for health: A longitudinal study of job and off-job crafting changes during the COVID-19 pandemic. *Occupational Health Science*, 9, 675–710. <https://doi.org/10.1007/s41542-025-00222-5>
- Naveh, E., & Katz-Navon, T. (2015). A longitudinal study of an intervention to improve road safety climate: Climate as an organizational boundary spanner. *Journal of Applied Psychology*, 100(1), 216–226. <https://doi.org/10.1037/a0037613>
- Parkin, A. K., Zadow, A. J., Potter, R. E., Afsharian, A., Dollard, M. F., Pignata, S., Bakker, A. B., & Lushington, K. (2023). The role of psychosocial safety climate on flexible work from home digital job demands and work-life conflict. *Industrial Health*, 61(5), 307–319. <https://doi.org/10.2486/indhealth.2022-0078>
- R Core Team. (2023). R: A Language and Environment for Statistical Computing. <https://www.r-project.org/>
- Robledo, E., Zappalà, S., & Topa, G. (2019). Job crafting as a mediator between work engagement and wellbeing outcomes: A time-lagged study. *International Journal of Environmental Research and Public Health*, 16(8), 1376. <https://doi.org/10.3390/ijerph16081376>
- Rogala, A., Shoji, K., Luszczynska, A., Kuna, A., Yeager, C., Benight, C. C., & Cieslak, R. (2016). From exhaustion to disengagement via self-efficacy change: Findings from two longitudinal studies among human services workers. *Frontiers in Psychology*, 6, 2032. <https://doi.org/10.3389/fpsyg.2015.02032>
- Rosseel, Y. (2012). Lavaan: An R package for structural equation modeling. *Journal of Statistical Software*, 48(2), 1–36. <http://www.jstatsoft.org/v48/i02/>
- Roswag, M., Häusser, J. A., Abdel Hadi, S., Hubert, P., & Mojzisch, A. (2023). Organizations affect their employees' vaccine readiness: A self-perception theory perspective. *Applied Psychology, Health and Well-Being*, 15(4), 1603–1618. <https://doi.org/10.1111/aphw.12457>
- Rudolph, C. W., Katz, I. M., Lavigne, K. N., & Zacher, H. (2017). Job crafting: A meta-analysis of relationships with individual differences, job characteristics, and work outcomes. *Journal of Vocational Behavior*, 102, 112–138. <https://doi.org/10.1016/j.jvb.2017.05.008>
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64(1), 361–388. <https://doi.org/10.1146/annurev-psych-113011-143809>

- Shee, P. Y., Dollard, M. F., & Idris, M. A. (2025). How psychosocial safety climate affects employee well-being via basic psychological needs: A longitudinal multilevel moderated mediation study. *The Journal of Applied Psychology*. Advanced online publication. <https://doi.org/10.1037/apl0001304>
- Shi, D., Lee, T., & Maydeu-Olivares, A. (2019). Understanding the model size effect on SEM fit indices. *Educational and Psychological Measurement*, 79(2), 310–334. <https://doi.org/10.1177/0013164418783530>
- Shoman, Y., El May, E., Marca, S., Wild, P., Bianchi, R., Bugge, M., Caglayan, C., Cheptea, D., Gnesi, M., Godderis, L., Kiran, S., McElvenny, D., Mediouni, Z., Mehlum, I., Mijakoski, D., Minov, J., van der Molen, H., Nena, E., Otelea, M., & Guseva Canu, I. (2021). Predictors of occupational burnout: A systematic review. *International Journal of Environmental Research and Public Health*, 18(17), 9188. <https://doi.org/10.3390/ijerph18179188>
- Sonnentag, S., & Pundt, A. (2016). Organisational health behavior climate: Organisations can encourage healthy eating and physical exercise. *Applied Psychology*, 65(2), 259–286. <https://doi.org/10.1111/apps.12059>
- Sonnentag, S., Tay, L., & Neshor Shoshan, H. (2023). A review on health and well-being at work: More than stressors and strains. *Personnel Psychology*, 76(2), 473–510. <https://doi.org/10.1111/peps.12572>
- Spears, R. (2021). Social influence and group identity. *Annual Review of Psychology*, 72(1), 367–390. <https://doi.org/10.1146/annurev-psych-070620-111818>
- Tajfel, H. (1978). Differentiation between social groups: Studies in the social psychology of intergroup relations. In H. Tajfel (Ed.), *Differentiation between social groups: Studies in the social psychology of intergroup relations*. Academic Press.
- Tajfel, H., & Turner, J. (1979). An integrative theory of inter-group conflict. In W. G. Augustin & S. Worchel (Eds.), *The social psychology of inter-group relations*. Brooks/Cole.
- ten Brummelhuis, L. L., & Bakker, A. B. (2012). A resource perspective on the work–home interface: The work–home resources model. *American Psychologist*, 67(7), 545–556. <https://doi.org/10.1037/a0027974>
- Tennant, R., Hiller, L., Fishwick, R., Platt, S., Joseph, S., Weich, S., Parkinson, J., Secker, J., & Stewart-Brown, S. (2007). The Warwick-Edinburgh mental well-being scale (WEMWBS): Development and UK validation. *Health and Quality of Life Outcomes*, 5(1), 63. <https://doi.org/10.1186/1477-7525-5-63>
- Terry, D. J., & Hogg, M. A. (1996). Group norms and the attitude-behavior relationship: A role for group identification. *Personality and Social Psychology Bulletin*, 22(8), 776–793. <https://doi.org/10.1177/0146167296228002>
- Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*, 80(1), 173–186. <https://doi.org/10.1016/j.jvb.2011.05.009>
- Tims, M., Bakker, A. B., & Derks, D. (2013). The impact of job crafting on job demands, job resources, and well-being. *Journal of Occupational Health Psychology*, 18(2), 230–240. <https://doi.org/10.1037/a0032141>
- Turner, J. C. (1985). Social categorization and the self-concept: A social cognitive theory of group behaviour. In E. J. Lawler (Ed.), *Advances in group processes* (Vol. 2, pp. 77–122). JAI Press.
- Tušl, M., de Bloom, J., & Bauer, G. F. (2022). Sense of coherence, off-job crafting, and mental well-being: A path of positive health development. *Health Promotion International*, 37(6). <https://doi.org/10.1093/heapro/daac159>
- van Dick, R., van Knippenberg, D., Kerschreiter, R., Hertel, G., & Wieseke, J. (2008). Interactive effects of work group and organizational identification on job satisfaction and extra-role behavior. *Journal of Vocational Behavior*, 72(3), 388–399. <https://doi.org/10.1016/j.jvb.2007.11.009>
- van, van Knippenberg, D., Knippenberg, B., Monden, L., & Lima, F. (2002). Organizational identification after a merger: A social identity perspective. *British Journal of Social Psychology*, 41(2), 233–252. <https://doi.org/10.1348/014466602760060228>
- Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *The Academy of Management Review*, 26(2), 179. <https://doi.org/10.2307/259118>
- Yulita, Idris, M. A., & Abdullah, S. S. (2022). Psychosocial safety climate improves psychological detachment and relaxation during off-job recovery time to reduce emotional exhaustion: A multilevel shortitudinal study. *Scandinavian Journal of Psychology*, 63(1), 19–31. <https://doi.org/10.1111/sjop.12789>
- Zhang, F., & Parker, S. K. (2019). Reorienting job crafting research: A hierarchical structure of job crafting concepts and integrative review. *Journal of Organizational Behavior*, 40(2), 126–146. <https://doi.org/10.1002/job.2332>

## SUPPORTING INFORMATION

Additional supporting information can be found online in the Supporting Information section at the end of this article.

### Data S1.

**How to cite this article:** Hubert, P., Etgen, S., Mojzisch, A., Roswag, M., & Häusser, J. A. (2025). Examining the underpinnings of psychosocial safety climate in organizations: A crafting and identity perspective. *Journal of Occupational and Organizational Psychology*, 98, e70075. <https://doi.org/10.1111/joop.70075>