



EXAMINING WORK CENTRALITY, PSYCHOLOGICAL SAFETY, AND JOB CRAFTING AMONG CABIN CREW

Seda ÇEKEN¹

¹Dr. Lecturer, Istanbul University, Institute for Aviation Psychology Research, Aviation Psychology, sedaceken@istanbul.edu.tr, <https://orcid.org/0000-0002-5870-2246>

Abstract

This study examines the relationships among work centrality, psychological safety, and job crafting among cabin crew. Data were collected through an online survey from 353 flight attendants working in Türkiye. Preliminary analyses included descriptive statistics, normality checks, reliability and validity assessments, correlation analyses. Mediation analyses were conducted using the PROCESS macro (v4.2) in SPSS (v29), with significance determined through BootLLCI and BootULCI confidence intervals. The findings indicate that work centrality positively predicts job crafting, while psychological safety enhances proactive work redesign. Moreover, psychological safety partially mediates the relationship between work centrality and job crafting. These results suggest that employees who view their work as central to their identity are more likely to engage in job crafting, particularly when they perceive a psychologically safe environment. The study highlights the importance of fostering psychological safety to support proactive behaviors in the dynamic context of commercial aviation.

Keywords: Aviation, Work centrality, Psychological safety, Job crafting, Cabin crew.

KABİN EKİPLERİNDE İŞ MERKEZLİLİĞİ, PSİKOLOJİK GÜVENLİK VE İŞ BECERİKLİLİĞİ İLİŞKİSİNİN İNCELENMESİ

Öz

Bu çalışma, kabin ekiplerinde iş merkezliliği, psikolojik güvenlik ve iş becerikliliği arasındaki ilişkileri incelemektedir. Veriler, Türkiye’de farklı havayollarında görev yapan 353 kabin memurundan çevrimiçi anket yoluyla toplanmıştır. Analizler kapsamında betimsel istatistikler, normallik testleri, güvenilirlik ve geçerlik analizleri, korelasyonlar uygulanmıştır. Aracılık analizleri ise SPSS (v29) programı içinde Hayes (2022) tarafından geliştirilen PROCESS makrosu (v4.2) kullanılarak gerçekleştirilmiş ve anlamlılık BootLLCI ve BootULCI güven aralıklarına göre değerlendirilmiştir. Bulgular, iş merkezliliğinin iş becerikliliğini pozitif yönde yordadığını ve psikolojik güvenliğin proaktif iş yeniden tasarımı artırdığını göstermektedir. Ayrıca psikolojik güvenliğin, iş merkezliliği ile iş becerikliliği arasındaki ilişkide kısmi aracılık ettiği belirlenmiştir. Sonuçlar, işi kimliğinin merkezinde gören çalışanların, psikolojik olarak güvenli bir ortam algıladıklarında daha fazla iş becerikliliği sergilediklerini ortaya koymaktadır. Çalışma, havayolu işletmelerinde psikolojik güvenliğin güçlendirilmesinin proaktif çalışan davranışlarını desteklemedeki önemini vurgulamaktadır.

Anahtar kelimeler: Havacılık, İş merkezliliği, Psikolojik güvenlik, İş becerikliliği, Kabin ekipleri.

1. INTRODUCTION

The aviation industry is characterized by intense competition, complex operational processes, and a work environment focused on passenger satisfaction. According to the International Air Transport Association (2025), global revenue passenger kilometers (RPK) increased by 18.3% in 2024, reflecting the aviation industry's continued post-pandemic recovery. This sustained growth places increasing demands on service quality and operational efficiency across the sector. The cabin crew plays a critical role in providing high-quality service and creating positive passenger experiences as the frontline representatives of airline companies (Karatepe & Kim, 2023). However, cabin crews often face challenges such as role stress, long night shifts, intense emotional labor, workload, and negative passenger behaviors, leading to burnout (Karatepe & Eslamlou, 2017; Kim & Back, 2011). In order to overcome such challenges and improve job performance, adaptive strategies are needed that enable cabin crews to restructure their jobs.

Work centrality refers to the degree to which individuals see work as a central element of their lives (Paullay et al., 1994), and this can affect employees' commitment to their work and motivation (Jung & Yoon, 2016). Psychological safety describes an atmosphere in the work environment that allows employees to freely express their ideas and take risks (Newman et al., 2017). Job crafting, on the other hand, refers to employees' efforts to find more meaning and satisfaction in their work by restructuring their work tasks and relationships (Kanbur & Mazioğlu, 2021). Within the Job Demands–Resources (JD–R) framework, job crafting is conceptualized as a proactive mechanism through which employees optimize job demands and resources to maintain engagement and performance (Bakker & Demerouti, 2007; Tims et al., 2012). Recent studies have shown that employees with high levels of psychological well-being exhibit job-crafting behaviors more. This may also be true for cabin crews because psychological well-being can help employees make their work more meaningful and satisfying (Kanbur & Mazioğlu, 2021). Job crafting was defined by Wrzesniewski and Dutton (2001) as individuals' efforts to find more meaning and satisfaction in their jobs by rearranging their work tasks and relationships. In the context of cabin crew, job crafting behaviors such as seeking feedback, taking on additional responsibilities, and strengthening team dynamics are critical in adapting to the high-pressure nature of flight services (Bakker & Demerouti, 2017). Identity-based perspectives also suggest that individuals who perceive work as central to their self-concept are more likely to invest effort and proactively reshape their roles (Shin et al., 2020).

Employees' perception of work centrality is an important factor that determines how they see their jobs and their motivation for their jobs (Karatepe & Vatankhah, 2014). Especially in fast-paced and demanding work environments such as cabin crews, job centrality can contribute to employees integrating their job roles with their identities and being more willing to restructure their jobs (Shin et al., 2020). However, it is suggested that the effect of job centrality on job shaping may vary depending on the level of psychological safety perceived by employees. This theoretical proposition implies that psychological safety may serve as a social–cognitive mechanism through which the influence of work centrality on proactive job redesign becomes more evident. The selection of psychological safety as a mediating variable is grounded in both theoretical reasoning and empirical evidence. Psychological safety has been identified as a key mechanism that enables individuals to translate their attitudes and relational experiences into proactive work behaviors (Edmondson, 1999; Newman et al., 2017). Supporting this view, Akman and Isci (2023) demonstrated that psychological safety significantly mediates the relationship between leader–member exchange and job crafting, indicating that employees engage in proactive job redesign behaviors more strongly when they feel psychologically secure. Their findings showed that psychological safety significantly predicts job crafting ($\beta = .453$, $p < .05$) and mediates the LMX–job crafting relationship (CI: 0.059–0.172), highlighting its critical role as an interpersonal risk-buffering mechanism. Similarly, prior studies have shown that psychological safety facilitates proactive behaviors, including voice, creativity, learning behaviors, and job crafting (Carmeli & Gittell, 2009; Frazier et al., 2017; Kwon & Kim, 2025). Therefore, drawing on this theoretical

and empirical foundation, psychological safety is incorporated as a mediator in the present study to explain how work centrality may translate into job crafting behaviors within the cabin crew context.

This study examines the interactions between work centrality, psychological safety, and job crafting in the context of cabin crew. By integrating identity theory, JD-R theory, and the psychological safety framework, the study develops a theoretically grounded model that explains how work centrality influences job crafting both directly and indirectly through psychological safety. The primary aim is to investigate the causal pathways among these three variables and to identify the mediating role of psychological safety within this relationship. The findings obtained from the model are expected to provide insights into the mechanisms underlying proactive work behaviors in aviation settings.

2. LITERATURE REVIEW

Work centrality is a concept that refers to the degree to which individuals see their work as a central element of their lives (Hirschfeld & Feild, 2000). Individuals with high work centrality evaluate their work as a part of their identity and life purpose, not just as a source of income. Work centrality is an important concept that refers to how individuals see their work as a central element of their lives (Walsh & Gordon, 2008). Work centrality is defined as a belief system that shapes an individual's motivation and behaviors regarding their work and determines how individuals behave both at work and outside of work (Alvesson et al., 2008). Paullay et al. (1994) developed a valid and reliable measurement tool to measure work centrality's tendency to see individuals' work as a central element of their lives. Individuals with high work centrality see their work roles as a part of their identities and attribute more meaning to their work (Diefendorff et al., 2002). Work centrality is considered an important psychological construct that affects individuals' job satisfaction, commitment, and motivation levels (MOW International Research Team, 1987). However, work centrality differs from other concepts such as job and work involvement. While work involvement refers to an individual's intense interest in their current job or task, work centrality focuses on the importance of work in the individual's life in general (Paullay et al., 1994). For example, individuals with low work centrality may exhibit high levels of work commitment in a particular job. This situation reveals that work centrality is evaluated in a broader context. While work centrality is a long-term attitude, work commitment is more affected by work experiences and is more sensitive to contextual changes (Bal & Kooij, 2010).

Job crafting refers to individuals' efforts to proactively rearrange their work tasks, relationships, and perceptions to make their jobs more meaningful and increase job satisfaction (Wrzesniewski & Dutton, 2001). This concept encompasses both behaviors such as decreasing job demands and increasing job resources within the framework of the Job Demands-Resources (JD-R) model and individuals' redrawing cognitive and relational boundaries to increase the meaning of work. According to the JD-R model, job crafting behaviors include individuals increasing their structural (e.g., increasing development opportunities) and social job resources (e.g., soliciting supervisor feedback), increasing challenging job demands (e.g., taking on new projects), or decreasing hindering demands (e.g., reducing emotionally taxing tasks) (Tims et al., 2012). These behaviors enable individuals to personalize their work environments and make them more meaningful, satisfying, and motivating. The aviation industry offers an environment that significantly affects employees' job satisfaction and performance with irregular working hours, high emotional labor requirements, and intense job demands. In this context, job crafting stands out as a strategic tool for employees who undertake critical roles such as cabin crews and pilots to manage job stress and find more meaning in their work (Karatepe & Eslamlou, 2017). In particular, it has been shown that cabin crews' job restructuring efforts increase service recovery performance and customer satisfaction, while pilots strengthen their decision-making skills by exhibiting job crafting in pre-flight processes (Busuttill, 2024; Karatepe & Kim, 2023). In addition, social exchange mechanisms such as leader-member exchange (LMX) have been found to promote individual job crafting, which has positive effects on employees' psychological well-being and work commitment (Kim & Park, 2024). In the aviation context, job crafting constitutes one of the critical links between human factors and operational success as a mechanism that increases not only individual performance but also organizational efficiency and passenger satisfaction.

Psychological safety refers to a climate in which individuals or teams can express their ideas, express their mistakes, and contribute without hesitation in taking interpersonal risks in the workplace (Edmondson, 1999). The concept was first associated with the capacity of individuals to manage change by Schein and Bennis (1965) and then defined by Kahn (1990) as the perceptions of individuals that their status, career, or self-esteem will not be harmed when expressing themselves. Edmondson (1999) considered psychological safety as a team-level climate and explained it as the existence of an environment where team members can comfortably express their ideas within the framework of respect and trust towards each other. With this definition, psychological safety is considered in a broader context as a shared perception among team members. Studies in the literature have revealed that psychological safety has a number of antecedents and consequences at the individual, team, and organizational levels (Edmondson & Lei, 2014; Frazier et al., 2017). At the individual level, factors such as proactive personality, emotional stability, and learning orientation support psychological safety; at the team level, inclusive leadership, role clarity, team support, and mutual trust play a critical role (Kolbe et al., 2020). In addition, psychological safety functions as a mechanism that strengthens employees' motivation to contribute to common goals by enhancing team learning and performance (Hunt et al., 2021). However, psychological safety has a dynamic structure and can vary depending on the context and personal interactions (Roussin et al., 2016). This literature provides a basic framework for understanding how psychological safety shapes individual engagement, team cohesion, and critical elements of organizational success.

2.1. Hypothesis development & research model

Work centrality refers to the degree of importance that individuals attach to their work and is considered one of the main determinants of work behavior (Paullay et al., 1994). Individuals with high work centrality tend to identify with their work, and this identification paves the way for proactive restructuring efforts in their work (Hirschfeld & Feild, 2000; Wrzesniewski and Dutton, 2001). In the literature, work centrality has been defined as a source of motivation that triggers strategic behaviors of employees to make their work environments more suitable for their personal needs and goals (Diefendorff et al., 2002; Zhang & Parker, 2019). Within the framework of the Job Demands-Resources (JD-R) Model, it has been stated that individuals with high work centrality tend to increase their structural and social job resources and see challenging job demands as opportunities (Bakker & Demerouti, 2017; Tims & Bakker, 2010). In particular, since these individuals see their work as a source of identity, they tend to make their work tasks meaningful and optimize their working conditions (Karatepe & Kim, 2023; Tims et al., 2012). According to Wrzesniewski and Dutton (2001), individuals with high work-centeredness exhibit job-crafting behaviors by restructuring work tasks and increasing the perceived meaning of work. The aviation industry provides a suitable context to examine the relationship between work-centeredness and job crafting with its high job demands and dynamic work environment. Karatepe and Eslamlou (2017) revealed that the work-centeredness of cabin crew working in the aviation industry increases their service-oriented performance and positively affects the relationship between job satisfaction and turnover intention. In addition, Busuttil (2024) emphasized that pilots optimize their performance by restructuring their work tasks and exhibit more effective decision-making skills in pre-flight processes thanks to their work-centeredness. Zhang and Parker (2019) stated that the relationship between work centrality and job crafting is strengthened by individuals' motivation to derive meaning from their work. In this context, it has been observed that individuals with high work centrality exhibit behaviors such as expanding job duties, strengthening social relationships, and making the work environment more satisfying. Lichtenthaler and Fischbach (2019) emphasized that job crafting strategies, especially increasing challenging job demands and developing job resources, are more common among employees with high work centrality. Based on this theoretical background, H1 is proposed as follows:

H1. Work centrality positively affects job crafting.

In work environments where psychological safety is high, employees exhibit proactive behaviors, develop creative ideas, are more involved in work processes, and demonstrate innovative work

practices (Edmondson & Lei, 2014; Frazier et al., 2017). In this context, psychological safety can be predicted to positively affect employees' job-creating behaviors. Job crafting is a proactive process that involves individuals restructuring their work tasks, social relationships, and cognitive frameworks to make their work more meaningful and productive (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001). According to the Job Demands-Resources (JD-R) Model, job resources such as psychological safety help employees cope with job demands and encourage them to exhibit job crafting by increasing their commitment to their jobs (Bakker & Demerouti, 2017). Liang et al. (2012) revealed that psychological safety increases employees' promotive and prohibitive voice behaviors (offering innovative and critical suggestions that will contribute to business processes). The study shows that psychological safety encourages individuals' proactive behaviors in the work environment. Siemsen et al. (2009) found that employees' trust in information positively affects this relationship when they examine the effect of psychological safety on knowledge sharing. These results show that psychological safety is an important factor that allows employees to take on more roles in business processes and restructure their jobs. The aviation industry is a work environment where psychological safety is critical due to high-stress levels and complex operational processes. Bradley et al. (2012) revealed that teams with high psychological safety increase operational efficiency by collaborating more effectively. Gibson and Gibbs (2006) found that psychological safety enables the adoption of innovative business processes in dynamic work environments and reduces communication barriers within the team. In high-risk professions such as the aviation sector, it is emphasized in the literature that employees with high psychological safety participate more in work processes, tend to restructure their work, and develop more flexible work strategies (Edmondson, 1999; Bakker & Demerouti, 2017). In this context, psychological safety is predicted to be a critical factor that increases job crafting. Based on this theoretical background, H2 is proposed as follows:

H2. Psychological safety positively affects job crafting.

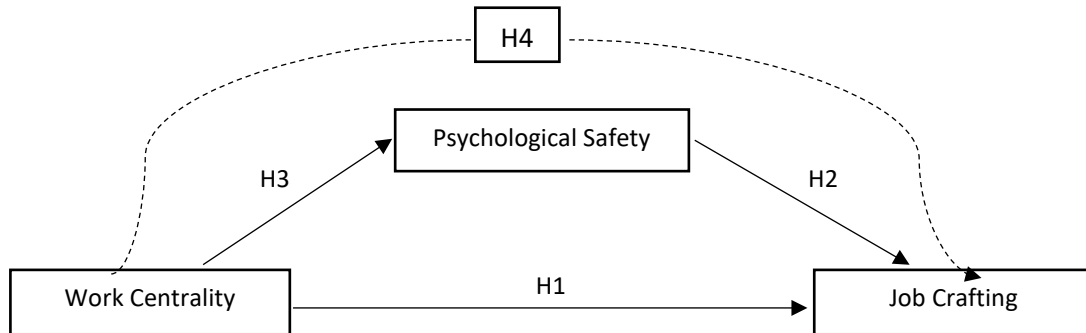
Psychological safety encourages individuals to restructure their jobs (job crafting) by making them feel safe in their work processes (Edmondson & Lei, 2014; Frazier et al., 2017). Within the framework of the JD-R Model, the presence of job resources such as psychological safety helps individuals cope with job demands and increases proactive work behaviors (Bakker & Demerouti, 2017). Therefore, highly work-centered individuals are expected to exhibit job-crafting behaviors more strongly if they have high perceptions of psychological safety in their work environment. The meta-analysis conducted by Sanner and Bunderson (2013) showed that the effect of psychological safety on team learning and performance is strengthened by factors such as high creativity requirements, complexity, and social interaction requirements. These results demonstrate how psychological safety supports employees' behaviors in the work environment. Studies conducted in the aviation sector also support these findings. Karatepe and Kim (2023) showed that cabin crew members with high job-centeredness exhibited more job crafting in work environments where psychological safety was high. Lichtenthaler and Fischbach (2019) found that the relationship between work centrality and job crafting was stronger when employees had high psychological safety. These results suggest that psychological safety is a critical mechanism in the relationship between work centrality and job crafting. In the aviation industry, cabin crew members with a high perception of psychological safety take more initiative in providing customer satisfaction, coping with challenging passenger behaviors, and team collaboration (Bradley et al., 2012; Edmondson, 1999). Gibson and Gibbs (2006) revealed that psychological safety enables the adoption of innovative work processes in dynamic work environments and reduces communication barriers within the team. This demonstrates how psychological safety supports individuals with high work-centeredness to exhibit job crafting. According to the findings, it is predicted that psychological safety will mediate the relationship between work centrality and job crafting. When individuals with high work centrality perceive more psychological safety in their work environment, they may increase their tendency to restructure their jobs (job crafting). Based on this theoretical rationale, the H3 and H4 hypotheses are proposed as follows:

H3. Work centrality positively affects psychological safety.

H4. Psychological safety mediates the relationship between work centrality and job crafting.

Accordingly, the research model is structured to examine the direct effects of work centrality on psychological safety and job crafting, as well as the mediating role of psychological safety in this relationship, as illustrated in Figure 1.

Figure 1. Research model.



3. METHOD

3.1. Participants

The population of this study consists of flight attendants working at commercial airlines operating in Türkiye. Participants were reached using a convenience sampling method. A total of 353 flight attendants working at various airlines and different duty stations constituted the study sample. Data were collected via an online survey, and participation was entirely voluntary. The data collection process was carried out in March 2025. Before completing the survey, participants were informed of the purpose of the study, data confidentiality, and the ability to withdraw from the study at any time. Only data from participants who provided informed consent were included in the analysis.

3.2. Ethical approval

This study involving human participants was reviewed and approved by the Istanbul University Research Ethics Committee (IUREC 01/2025). The participants provided their written informed consent to participate in this study.

3.3. Measures

Demographic Form: The demographic form used in this study was prepared to determine the individual and professional characteristics of the participating cabin crew. The form consists of six main categories: gender, age, education level, position, professional experience period, and institution seniority. This information was included in the study in order to analyze the professional backgrounds and areas of duty of the participants in detail.

Work Centrality Scale (WCS): The WCS, developed by Paullay et al. (1994), measures employees' beliefs about the significance of their work in their lives. The Turkish adaptation of the scale was conducted by Keskin and Şen (2024). The scale consists of 10 items and is unidimensional. Items 1 and 8 are reverse-coded. The Cronbach's alpha coefficient for the reliability of the scale was calculated as .83. The scale employs a 7-point Likert format. Scoring is as follows: 'Strongly Disagree' (1), 'Disagree' (2), 'Somewhat Disagree' (3), 'Neutral' (4), 'Somewhat Agree' (5), 'Agree' (6), 'Strongly Agree' (7).

Psychological Safety Scale (PSS): The PSS, developed by Edmondson (1999) and adapted into Turkish by Bülbül et al. (2022), consists of 7 items and is unidimensional. There are no reverse-coded items in the Turkish adaptation. The Cronbach's alpha coefficient for the reliability of the scale was calculated as .85. The scale employs a 5-point Likert format. Scoring is as follows: "Strongly Disagree" (1), "Disagree" (2), "Neutral" (3), "Agree" (4), "Strongly Agree" (5).

Job Crafting Scale (JSC): The JSC, developed by Tims et al. (2012) and adapted into Turkish by Akin et al. (2014), consists of 21 items and four subdimensions: increasing structural job resources ($\alpha = .76$), increasing social job resources ($\alpha = .73$), increasing challenging job demands ($\alpha = .77$), and decreasing hindering job demands ($\alpha = .75$). The Cronbach's alpha coefficient for the reliability of the scale was calculated as .83. The scale employs a 5-point Likert format. Scoring is as follows: "Strongly Disagree" (1), "Disagree" (2), "Neutral" (3), "Agree" (4), "Strongly Agree" (5).

4. FINDINGS

4.1. Data analysis

The data obtained in this study were analyzed using the Statistical Package for the Social Sciences (SPSS) version 29.0. Prior to hypothesis testing, preliminary analyses were performed, including descriptive statistics, normality assessments (skewness–kurtosis values and Kolmogorov–Smirnov test), reliability analyses (Cronbach's alpha), and construct validity checks. Pearson correlation analysis was used to evaluate the associations among the main study variables. Before conducting regression-based analyses, the assumptions of linearity, independence of errors, homoscedasticity, and multicollinearity were examined in accordance with the recommendations of Field (2018) and Tabachnick and Fidell (2019). To assess the potential impact of common method bias, Harman's single-factor test was conducted using an unrotated principal component analysis. The results showed that the first factor accounted for 25.28% of the total variance, which is well below the recommended threshold of 50%. Therefore, common method bias is not considered a significant threat to the validity of the findings (Podsakoff et al., 2003). Following the preliminary analyses, the hypothesized relationships were tested using regression analyses and the PROCESS macro developed by Hayes (2022). Mediation analyses were performed with Model 4 and 5,000 bootstrap samples. Indirect effects were interpreted based on the bootstrap confidence intervals, where intervals excluding zero were considered statistically significant.

4.2. Descriptive statistics

Table 1 presents the demographic characteristics of the cabin crew participants included in the study. The total sample consisted of 353 cabin crew members. The majority of the participants were female (70.8%), while male participants accounted for 29.2%. The largest age group was 26–35 years, representing 49.3% of the total sample, followed by those aged 36–45 years (24.1%) and 18–25 years (19.3%), with a smaller proportion aged 46 years and above (7.4%). In terms of education level, 57.2% of the participants held a bachelor's degree, while 28.6% had an associate degree, and 5.4% reported postgraduate education. High school graduates comprised 8.8% of the sample. Regarding professional titles, the majority of the participants were cabin crew (67.4%), followed by senior cabin crew (21.2%) and pursers (11.3%). Experience levels among the participants showed that 53.5% had less than six years of professional experience, while 18.4% had 6–10 years, 12.7% had 11–15 years, and 15.3% had more than 15 years of experience. In terms of seniority experience, 53.5% of the participants had less than six years of seniority, 13.6% had 6–10 years, 8.8% had 11–15 years, and 4.8% had more than 15 years.

Table 1. Demographic information.

		n	%
Gender	Female	250	70.80
	Male	103	29.20
Education	High school	31	8.80
	Associate degree	101	28.60
	Bachelor's degree	202	57.20
	Postgraduate degree	19	5.40
Age	18–25 years	68	19.30
	26–35 years	174	49.30
	36–45 years	85	24.10

Position	46 years+	26	7.40
	Cabin crew	238	67.40
	Senior cabin crew	75	21.20
	Purser	40	11.30
Professional Experience (year)	< 6	189	53.54
	6-10	65	18.40
	11-15	45	12.70
	> 15	54	15.30
Seniority Experience (year)	< 6	257	53.54
	6-10	48	13.60
	11-15	31	8.80
	> 15	17	4.80
Total		353	100.00

4.3. Normality test

The distribution of variables used in this study was evaluated through skewness and kurtosis values, and the relevant findings are presented in Table 2. The skewness value was calculated as 0.072 and the kurtosis value as -0.365 for Work Centrality, the skewness value was -0.687 and the kurtosis value was 0.612 for Psychological Safety. The skewness value was -0.144 and the kurtosis value was 0.645 for Job Crafting. All values are within the limits of ± 1.5 , which shows that the variables are suitable for normal distribution (George & Mallery, 2010).

Table 2. Skewness and kurtosis values.

	Skewness	Kurtosis
Work Centrality	.072	-.365
Psychological Safety	-.687	.612
Job Crafting	-.144	.645

4.4. Reliability analysis

The reliability analysis results of the scales used in this study are presented in Table 3. According to the analysis findings, Cronbach's alpha coefficient was calculated as .858 for the Work Centrality scale, .877 for the Psychological Safety scale, and .871 for the Job Crafting scale. These values indicate that the internal consistency of the scales is high. According to Kline (2011) and Field (2018), Cronbach's alpha values of .70 and above provide acceptable reliability, while values of .80 and above indicate a high level of reliability. The fact that all of the scales show an internal consistency above .80 supports the reliability of the measurement tools used in the study. These results show that the scales used in the measurement of the variables discussed in the study work consistently and reliably.

Table 3. Reliability results.

	Cronbach's Alpha
Work Centrality	.858
Psychological Safety	.877
Job Crafting	.871

4.5. Correlation analysis

Table 4 presents the correlation results for the relationships between the variables Work Centrality (WC), Psychological Safety (PS), and Job Crafting (JC). According to the analysis results, Work Centrality has a positive and significant relationship with Psychological Safety ($r = .334, p < .01$). Similarly, a positive and significant relationship was found between Work Centrality and Job Crafting ($r = .398, p < .01$). In addition, there is a positive and significant relationship between Psychological Safety and Job Crafting ($r = .390, p < .01$). These findings show that individuals with high levels of Work Centrality have higher perceptions of psychological safety in the work environment and exhibit more job restructuring behaviors. Similarly, a high perception of psychological safety indicates that employees increase job-

crafting behaviors. These results are consistent with previous studies in the literature and show that a psychologically safe workplace environment supports individuals' commitment to their work and their efforts to improve it.

Table 4. Correlation analysis.

	WC	PS	JC
WC	1		
PS	,334**	1	
JC	,398**	,390**	1

***. Correlation is significant at the 0.01 level.*

WC= Work Centrality

PS= Psychological Safety

JC= Job Crafting

4.6. Regression analysis

Table 5 presents the results of the regression analysis regarding the effect of work centrality on job crafting. According to the analysis findings, work centrality has a significant effect on job crafting ($\beta = .398, p = .001$). It was observed that job crafting levels increased with the increase in work centrality levels. In this context, hypothesis H1, which suggests that work centrality has a positive effect on job crafting, was supported.

Table 5. Effect of work centrality on job crafting.

Model	Unstandardized Coefficients		Standardized Coefficients	t	p
	b	se			
(Constant)	3.190	.077		8.127	.001
Work Centrality	.162	.020	.398		

Dependent Variable: Job Crafting

Table 6 presents the results of the regression analysis regarding the effect of psychological safety on job crafting. According to the findings of the analysis, psychological safety has a significant impact on job crafting ($\beta = .390, p = .001$). It was observed that job crafting levels increased with the increase in psychological safety levels. In this context, hypothesis H2, which suggests that psychological safety has a positive effect on job crafting, was supported.

Table 6. Effect of psychological safety on job crafting.

Model	Unstandardized Coefficients		Standardized Coefficients	t	p
	b	se			
(Constant)	2.966	.106		7.929	.001
Psychological Safety	.034	.004	.390		

Dependent Variable: Job Crafting

Table 7 presents the results of the regression analysis regarding the effect of work centrality on psychological safety. According to the findings of the analysis, work centrality has a significant impact on psychological safety ($\beta = .334, p = .001$). It was observed that psychological safety levels increased with the increase in work centrality levels. In this context, hypothesis H3, which suggests that work centrality has a positive effect on psychological safety, was supported.

Table 7. Effect of work centrality on psychological safety.

Model	Unstandardized Coefficients		Standardized Coefficients	t	p
	b	se	β		
(Constant)	18.432	.911		6.628	.001
Work Centrality	.155	.023	.334		

Dependent Variable: Psychological Safety

4.7. Mediation analysis

Table 8 presents the results of the mediation analysis. The total effect of work centrality on job crafting was found to be statistically significant ($b = .155$, $sd = .023$, $\beta = .398$, $t = 6.627$, $p < .001$; 95% CI [.109, .201]). Similarly, the direct effect of work centrality on job crafting was also significant ($b = .257$, $sd = .042$, $\beta = .398$, $t = 6.071$, $p < .001$; 95% CI [.173, .340]). The analysis revealed that the indirect effect of work centrality on job crafting was significant through psychological safety ($b = .082$, $sd = .024$, $\beta = .390$; 95% BCA CI [.039, .133]). These results confirm the existence of a partial mediation effect. As Hayes (2018) emphasizes, mediation is considered partial when the indirect effect is significant while the direct effect (c' path) remains statistically significant after the mediator is included in the model. This pattern indicates that psychological safety explains part of the relationship between work centrality and job crafting, but does not fully account for it. This finding supports hypothesis H4 and shows that psychological safety is an important mediator variable in the relationship between work centrality and job crafting.

Table 8. Mediating effect.

Total effect of Work Centrality on Job Crafting							
	b	se	β	t	p	LLCI	ULCI
	.155	.023	.398	6.627	.000	.109	.201
Direct effect of Work Centrality on Job Crafting							
	b	se	β	t	p	LLCI	ULCI
	.257	.042	.398	6.071	.000	.173	.340
Indirect effect of Work Centrality on Job Crafting							
	b	se	β			LLCI	ULCI
<i>Psychological Safety</i>	.082	.024	.390			.039	.133

5. DISCUSSION

This study aimed to examine the relationships between work centrality, psychological safety, and job crafting among cabin crew members and to test a mediation model grounded in identity-based motivation and the Job Demands–Resources (JD-R) framework. The findings offer important theoretical and practical implications for understanding proactive work behaviors in the aviation sector.

The analysis showed that work centrality has a significant positive effect on job crafting. This finding aligns with theoretical perspectives suggesting that individuals who view their job as central to their identity are more likely to proactively shape and redefine their work roles (Wrzesniewski & Dutton, 2001). Empirical studies similarly demonstrate that employees who attribute greater importance to their work tend to modify their tasks, relationships, and cognitive perceptions to achieve better alignment with their values and preferences, ultimately enhancing engagement and satisfaction (Ugwu et al., 2025; Nie et al., 2023). Individuals with high work centrality are motivated to seek meaning and fulfillment at work, prompting them to engage in job crafting as a mechanism to achieve improved person–job fit and meaningfulness (Niessen et al., 2016; Tims et al., 2016). Work centrality influences both cognitive crafting, in which employees reinterpret the significance of their work, and behavioral crafting, which involves altering tasks or interactions. Research shows that cognitive crafting, in particular, is strengthened when employees assign higher importance to job resources and meaningful

work (Constantini, 2022; McNaughtan et al., 2021). In the aviation context, where cabin crew members must constantly adapt to dynamic service and safety demands, high work centrality may naturally translate into greater willingness to redesign tasks and engage in proactive role behaviors. Prior findings similarly indicate that employees with strong career orientation or job identity tend to engage more actively in innovative work behaviors and job redesign efforts (Shin et al., 2020).

The results also indicated that psychological safety positively influences job crafting. This aligns with foundational research showing that psychologically safe environments enable individuals to take interpersonal risks, share ideas, and reorganize tasks without fear of negative consequences (Kahn, 1990; Edmondson, 1999). In operationally demanding sectors such as aviation, psychological safety becomes a critical enabler of proactive behavior, as employees must feel safe to speak up, generate solutions, and modify work practices. Empirical studies confirm that psychological safety increases employees' willingness to engage in learning behaviors, innovation, and job restructuring (Carmeli & Gittell, 2009; Frazier et al., 2017). Recent research further demonstrates that psychological safety enhances employees' confidence and self-efficacy, making them more willing to take initiative and modify their jobs (Odai et al., 2024; Petrov et al., 2023; Nwanzu & Babalola, 2024). Together, these findings suggest that when employees perceive their environment as supportive and non-threatening, they are more likely to engage in job-crafting behaviors that contribute to individual and organizational effectiveness.

The positive relationship between work centrality and psychological safety suggests that employees who attach higher importance to their work roles may experience greater alignment with organizational expectations and feel more confident to express themselves. This finding resonates with research showing that job identity and perceived meaningfulness strengthen employees' sense of belonging and interpersonal confidence, which in turn enhances psychological safety (May et al., 2004; Detert & Burris, 2007). In addition, recent studies highlight that organizations with strong psychological safety climates, particularly those characterized by high psychological safety climate (PSC), tend to reinforce employees' perceptions of work as meaningful and central, thereby creating conditions that further promote psychological safety (Hu et al., 2022; Amoado et al., 2024; Lintang & Rathakrishnan, 2024). Such environments encourage risk-taking, innovation, and open communication, as employees feel secure expressing themselves and engaging in creative or learning behaviors. For cabin crew, who operate in close-knit teams under high operational pressure, strong identification with their role combined with a psychologically healthy organizational climate may foster greater trust, communication, and mutual support.

The study revealed that psychological safety partially mediates the relationship between work centrality and job crafting. This indicates that while work centrality directly encourages proactive work redesign, a psychologically safe environment further strengthens this tendency. This result supports theoretical models suggesting that proactive behaviors emerge from both motivational factors (identity, meaning) and contextual enablers (support, trust) (Grant & Ashford, 2008). Similar studies have shown that psychological safety enhances the impact of personal resources on proactive behaviors and job redesign efforts (Wang et al., 2020; Chinelato et al., 2020). The partial—rather than full—mediation is consistent with Hayes (2018), who notes that mediation is partial when the direct effect remains significant after including the mediator. This pattern suggests that while psychological safety facilitates proactive job crafting, work centrality alone is a strong enough motivational driver to independently influence job redesign.

6. CONCLUSION, PRACTICAL IMPLICATIONS, AND LIMITATIONS

This study examined the relationships between work centrality, psychological safety, and job crafting among cabin crews and provided important findings to understand how these variables shape flight attendants' work processes. Within the scope of the study, it was determined that work centrality has a direct and significant effect on job crafting. It was observed that as the importance cabin crews attach to their jobs increases, their tendency to proactively restructure their work roles also increases.

In addition, it was determined that psychological safety plays a partial mediating role in the relationship between work centrality and job crafting. Cabin crews' perception of a safe work environment increases their tendency to shape their work roles and strengthens the effect of work centrality.

The study offers various practical suggestions to support the job crafting behaviors of cabin crews in the aviation industry and to strengthen employee commitment and job satisfaction by increasing work centrality and psychological safety. First, supporting job crafting at an individual level will allow employees to restructure their tasks and social relationships proactively (Kim & Park, 2024). However, it should be noted that excessive team-based job crafting can have negative effects on job satisfaction. In this context, airlines can provide cabin crews with higher job satisfaction and commitment by providing them with individual empowerment and encouraging them to organize their job roles in a way that adds personal meaning (Karatepe & Eslamlou, 2024). In particular, cabin crews should be given more decision-making authority to respond quickly to passenger needs during the flight, and these processes should be supported by management (Karatepe & Kim, 2023). In addition, considering the role of psychological safety in job crafting, it is critical to foster a culture in which cabin crews can take risks and exhibit innovative behaviors in the work environment (Plomp et al., 2019). In this context, it is recommended that managers support open communication processes, provide regular feedback to cabin crews, and offer individual development opportunities. In addition, for cabin crews to maintain their organizational commitment as employees with high work centrality, career development opportunities should be increased, and practices that support employees' long-term goals should be encouraged (Karatepe & Eslamlou, 2024). Finally, for job crafting processes not to weaken intra-team relationships, training programs that support teamwork should be organized, and employees should be encouraged to increase their social job resources (Wrzesniewski & Dutton, 2001). These practices will contribute to the creation of a sustainable work environment that will increase cabin crews' job satisfaction and positively affect their job performance and customer satisfaction.

The findings of this study provide significant contributions, but they also have some limitations. First of all, the research data were collected only from cabin crews via a survey method. Since the survey method is based on self-report data, it directly measures the perceptions of the participants, but it carries the risk of being affected by factors such as social desirability bias and cognitive biases. Therefore, it is recommended that future studies integrate qualitative data collection methods (e.g., in-depth interviews and observation techniques) to conduct more in-depth analyses. Second, while the study's population and sampling strategy were intentionally limited to cabin crews, the results cannot be generalized to other operational groups in aviation (e.g., pilots, air traffic controllers, and ground handling personnel). Future research should address how work centrality, psychological safety, and job crafting processes may differ across different aviation occupational groups. In particular, comparing the job crafting behaviors of cabin crews in different cultural contexts may provide more comprehensive inferences across the sector. In addition, the research has a cross-sectional design. The cross-sectional data collection method has limitations in determining the cause-effect relationship between variables. Longitudinal studies are needed to understand how the effects of work centrality and psychological safety on job crafting change over time. Finally, outcomes such as job performance and customer satisfaction were not directly assessed in the study. In future research, it is recommended to test models that examine the effects of job crafting on outcome variables such as aviation service quality, customer experience, and operational efficiency. Such extended studies will further contribute to the sector's human resources policies and employee development programs.

Disclosure Statements

1. The author of this article confirm that their work complies with the principles of research and publication ethics.
2. No potential conflict of interest was reported by the author.
3. This article was screened for potential plagiarism using a plagiarism screening program.

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