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Organizational Climate and Employee Health Outcomes: An Empirical Examination of Mechanisms and Boundaries

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Abstract

Organizational health and safety climate has been shown to be associated with fewer accidents and injuries, better mental and physical health, and improved overall well-being. However, little is known about the ”How?” and ”When?” the individual employees' perception of an organization's health climate influences employees' individual physical and psychological health. In three studies, this dissertation aims to empirically test mechanisms, namely concrete individual health behaviors and spillover effects into the non-work domain as well as boundaries, namely organizational identification that lead from employees' perceptions of an organizational health and safety climate to the individual health outcomes of employees. In Study 1, I developed and validated a novel measure of organizational climate for infectious diseases (OCID) during the COVID-19 pandemic, examining its effects on workplace and non-work behavior and in Study 2, I investigated its interaction with organizational identification. In Study 3, I used the well-established Psychosocial Safety Climate (PSC) to investigate whether both on-job and off-job crafting would be behavioral mechanisms that could explain the effects of PSC and mental health, with organizational identification as a potential moderator. My results indicate that workplace health climates can positively influence health-promoting behaviors at the workplace. Crafting, both on the job and off the job, was shown to mediate the relationship between PSC and psychological health. However, organizational identification emerged as a key moderator for the transfer of health climate effects into the non-work domain. Employees with higher levels of identification were more likely to internalize organizational priorities, aligning their behaviors with health-promoting norms and carrying these behaviors into non-work contexts. Examining my assumptions in two distinct climate domains underscores the independence of my proposed mechanisms and boundaries from specific domains. For practitioners, this research suggests that the promotion of a positive health climate and strong organizational identification are powerful strategies to promote employee health, both within and beyond the workplace.

Contents

1 Introduction

Workplaces significantly influence employee physical and psychological well-being, as emphasized by the World Health Organization (WHO). Recognizing this, the WHO advocates for the creation of healthy, safe, and resilient workplaces worldwide (World Health Organization, 2018, 2022). A crucial variable for promoting health and safety in the workplace is organizational health and safety climate. Organizational climate refers to "the shared perceptions of and the meaning attached to the policies, practices, and procedures employees experience, and the behaviors they observe getting rewarded, supported, and expected" (Schneider et al., 2013, p. 362). More specifically, an organizations' health and safety climate describes employees' perceptions regarding health hazard reduction and the promotion of health and safety in the workplace (Loh et al., 2019). Previous literature indicates that a strong organizational health and safety climate can enhance both physical health (e.g. fewer injuries, healthier eating, increased exercise, Griffin and Curcuruto, 2016; Jiang et al., 2019; Sonnentag and Pundt, 2016) and psychological health (e.g., reduced burnout, depression, and psychological distress, Amoadu et al., 2023; Dollard et al., 2012). However, although organizational climate is the "most studied representation of the social context of organizations" (Beus et al., 2023, p. 2018), the link between organizational climate and individual health outcomes of employees remains complex and not fully understood. Moreover, empirical investigations of these mechanisms and boundaries remain limited (Beus et al., 2023; Kuenzi & Schminke, 2009). A central question — How and when do these perceptions of an organizations' climate become psychologically meaningful to individual employees? — has been inadequately addressed in the literature on organizational climate (Whetten & Foreman, 2014). For example, while research indicates that the organizational climate promotes health and safety on the job (Beus et al., 2023; Loh et al., 2019), it is often unclear how the individual perception of the organizational health climate translates to individual health and health behaviors in the non-work domain. This is especially important because the non-work domain plays a significant role in overall physical and psychological health (Sonnentag et al., 2023). When employees perceive the social context of their organization as strong, behaviors formed at work (Beus et al., 2023) may spill over into non-work domain of employees (Edwards & Rothbard, 2000; Naveh & Katz-Navon, 2015). Understanding such effects in the non-work domain of employees could yield a more profound understanding of the impact of perceived organizational climate. Moreover, especially regarding the psychological health of em-

ployees, organizational climate research often lacks investigation of the concrete health behavior that leads to maintaining or fostering their psychological health. Typically, working conditions (for example, resources and demands) or events at work (for example, abusive behavior) are investigated as variables influenced by organizational climate that lead to the psychological health of the employees (Amoadu et al., 2023; Loh et al., 2019). Furthermore, past research indicates that such behavior approaches in the workplace result in higher levels of well-being and health (Sonnentag et al., 2023). However, it has never been examined how individual behaviors are formed through the perceived climate, which then leads to the individual psychological health of employees. Hence, this dissertation aims at investigating how individual concrete health behavior, in particular on-job and off-job crafting (Kujanpää et al., 2022; Wrzesniewski & Dutton, 2001) might explain how the perception of an organization's health climate might translate to individual employees' health and health behavior at work and in the non-work domain.

Furthermore, since organizational climate resembles the social context of an organization (Beus et al., 2023), research has not explored sufficiently the contribution of individual employees' social relations to the organization on individual health outcomes. Although organizational climate might signal the desired procedures and policies from the organization, the social relations to the organization could explain when individual employees internalize those organizational procedures and policies. Hence, this dissertation aims to investigate when the perception of an organizations' health and safety climate impacts health outcomes in both work and non-work domains by incorporating research on an individual's organizational identification (Ashforth & Mael, 1989). The relationship between organizational health climate and organizational identification is a vital but scarcely studied interplay between two important areas of organizational scholarship (Whetten & Foreman, 2014). Considering that organizational climate represents the social context of an organization (Beus et al., 2023) and that organizational identification reflects the relationship between individuals and their organization in this social context (Haslam, 2012), it is likely that both social processes should interact on the relationship between the perceptions of health and safety climate and individual health outcomes of employees. I propose that empirical investigation of the relationship of the employee with the organization through social identification (Haslam et al., 2009) and investigation of individual behavior at work and non-work domain (Beus et al., 2023; Sonnentag et al., 2023) are crucial to understanding when organizational climate influences individual health

of employees. Although each research stream (organizational climate, organizational identification and concrete individual employee health behavior at work and in the non-work domain) provides valuable insights, there has been little empirical integration across these domains. Thus, this dissertation aims to empirically integrate those various streams of organizational health research to deepen our understanding of how and when work, non-work, and individual factors interact to enhance an individual employee's physical and psychological health.

This dissertation is organized into three parts. Chapter 1 lays the theoretical foundation, introduces key assumptions, and sets the stage for later chapters. I propose that including concrete individual health behavior, the non-work domain, and organizational identification deepens our understanding of how and when organizational climate influences employee health. Chapters 2-4 include three empirical studies that test these assumptions. Study 1 developed and validated a scale for Organizational Climate for Infectious Diseases (OCID) during the COVID-19 pandemic, examining its effects on workplace and non-work behavior longitudinally. Study 2 analyzed the effects of OCID after COVID-19 restrictions have been lifted, and also tested the moderating role of organizational identification. Study 3 expanded the findings to Psychosocial Safety Climate (PSC) and its impact on mental health, examining how on-job and off-job crafting behaviors mediate the effects of PSC on burnout and well-being, with organizational identification as a potential moderator. Finally, Chapter 5 summarizes and contextualizes these findings, offering practical implications and future research directions.

1.1 Organizational Climate

Unlike objective organizational characteristics such as revenue or size, organizational climate is shaped by the subjective perceptions of employees (Kuenzi & Schminke, 2009). Management practices, organizational policies, and leadership behavior are often considered influential in the shaping of an organization's climate, although it remains unclear which of these elements is the most influential on employees' climate perception (Ashforth, 1985; Kuenzi & Schminke, 2009; Schneider & Reichers, 1983). Recent theories suggest that uncertainty about how to behave in the social setting of the organization serves as a key motivator for employees to engage in sensemaking processes regarding their organization's social context, thus forming and maintaining organizational climate perceptions (Beus et al., 2023). This theory proposes that individual climate

perceptions help reduce uncertainty for employees by adding predictability to social interactions within the organization. Consequently, this sensemaking process will be triggered by management practices, organizational policies, and leadership behavior (Beus et al., 2023). To fully understand the concept of organizational climate, it can be helpful to contrast it with the overlapping construct of organizational culture. Climate refers to the perception and interpretation of meanings associated with organizational norms and expectations, while culture encompasses the values and often implicit assumptions that underpin these shared meanings (Beus et al., 2023; Schneider et al., 2013). Hence, climate is the most immediate and visible perception of the actual social context in an organization.

The debate on assessing organizational climate is long-standing and ongoing. Much of the research on organizational climate uses aggregated data from employees within a single organization or subunit to evaluate climate as a "shared" construct (Zohar & Luria, 2005). According to Schneider et al. (2013), it is essential to assess organizational climate as a shared construct to distinguish it from other phenomena at the individual level. However, some scholars argue that individual perceptions, although influenced by situational factors, provide valid information (James & Jones, 1974). The concept of psychological organizational climate was introduced to highlight the measurement of climate at the individual level, rather than at the collective level (James & Jones, 1974). Both approaches to measuring climate, either at the individual or shared level, have their advantages and drawbacks, and involve significant theoretical and methodological challenges (James & Jones, 1974; Kessler, 2019). Kessler (2019) suggested that when researchers seek to understand how climate affects individual employee attitudes and behaviors, individual perceptions of climate should be relied on. This approach is methodologically simpler, since only single perceptions are assessed. In contrast, when the goal is to understand how a group collectively perceives climate, the focus should be on shared perceptions (Beus et al., 2023; Kessler, 2019), which is methodologically more complex, as it typically requires a larger number of participants nested within workgroups. Moreover, relying on shared perceptions is bound to stronger assumptions, such as that social situations are uniform across employees or that the unit of analysis within the organization (e.g., workgroup, project group, whole organization) is unambiguous (Kessler, 2019). Researchers must carefully assess the costs and benefits of these approaches (Kessler, 2019). In summary, if research focuses on collective-level climate effects, shared perceptions should be assessed. However, if the interest is in

individual behaviors, individual perceptions can also provide valid information (Beus et al., 2023). As this dissertation focuses on the individual health outcomes of employees, I followed the recommendations of Loh et al. (2019) and Kessler (2019) to assess organizational climate at the individual employee level.

1.2 Facet Specific Focused Safety and Health Climate

We see, that defining organizational climate presents inherent challenges due to its complexity and multifaceted nature (e.g., various levels, procedures, management actions, and employee incentive structures, Kuenzi and Schminke, 2009). To add even more complexity, organizations often have not just one climate, but multiple climates, referring to multiple procedures and topics within the organization simultaneously (Schneider et al., 2013). To address these challenges, researchers have employed the concept of a facet-specific focused climate in organizations. Unlike the global assessment of organizational climate, a focused climate is centered on a specific facet, such as safety or health in the organization (Schneider et al., 2013). This approach improves the specificity of the organizational climate, thereby facilitating a more precise definition of procedures, management practices, expected behaviors, and their outcomes. Extensive research on focused climates began in the mid-1970s, when scholars recognized the limitations of a global organizational climate measure, which could be conceptually indistinct from other constructs such as job satisfaction (Schneider, 1975). One of the first facet-specific climates developed during this period was safety climate, which highlights the significant impact of management actions on workplace safety behavior and employee health (Zohar, 1980). This pioneering work initiated a broader exploration of the effects of focused organizational climates on employee health and well-being. Among the various focused organizational climates, safety climate has received the most research attention (Loh et al., 2019). However, more specific forms of health-related climates have emerged in recent decades, such as organizational health behavior climate (Sonnentag & Pundt, 2016) and psychosocial safety climate (Dollard & Karasek, 2010). Table 1 presents sample items of policies, practices, procedures, management practices, and expected behaviors for two different focused organizational health and safety climates, offering a more detailed overview of different focused health and safety climates. Those two different types of focused organizational health climate are most relevant to this current research. It is important to note that organizational health and safety climate measures not only in-

clude management practices, but also promote an environment in which employees are encouraged or even expected to actively participate in health matters (Loh et al., 2019).

Several reviews of empirical research on focused organizational health and safety climates reveal converging evidence supporting the positive influence these climates can have on employees' physical and psychological health (for an overview, see: Amoadu et al., 2023; Clarke, 2006; Griffin & Curcuruto, 2016; Jiang et al., 2019; Loh et al., 2019). In addition, research has explored more nuanced outcomes, such as healthy eating and exercise (Sonnentag & Pundt, 2016), presenteeism (Schulz et al., 2017), and mindfulness (Lawrie et al., 2018). In conclusion, there is strong evidence that an organizational health and safety climate and therefore the social context of the organization can lead to fewer accidents and injuries, better mental and physical health, and improved overall well-being.

Table 1: Management Practices and Promotion of Behavior for three different focused organizational health climates.

Organizational Climate	Management Practices	Promotion of Behavior
Safety Climate (Zohar & Luria, 2005)	Top management reacts quickly to solve the problem when told about safety hazards.	Top management considers a person's safety behavior when moving–promoting people.
	Top management provides all the equipment needed to do the job safely.	Top management invests a lot of time and money in safety training for workers.
	Top Management gives safety personnel the power they need to do their job.	Top Management listens carefully to workers' ideas about improving safety.
Psychosocial Safety Climate (Hall et al., 2010)	In my workplace, senior management acts quickly to correct problems/issues that affect employees' psychological health.	My contributions to resolving occupational health and safety concerns in the organization are listened to
	Senior management shows support for stress prevention through involvement and commitment.	Participation and consultation in psychological health and safety occurs with employees' unions and health and safety representatives in my workplace.
	Senior management considers employee psychological health to be as important as productivity.	Employees are encouraged to become involved in psychological safety and health matters.

This table includes example items from two different scales of climates: Safety climate and Psychosocial safety climate, showcasing management practices and promotion of behaviors within an organization.

1.3 How and When does Organizational Climate lead to Health?

As shown above, previous research has highlighted the significant role of organizational health and safety climates in promoting employee health and employee well-being (Loh et al., 2019). However, there is still no unified understanding of how and when a perceived organizational health and safety climate translates into relevant individual health outcomes (Whetten & Foreman, 2014). Beus et al. (2023, 2020) named the use of focused climate as a reason for the lack of unified understanding, as it favors the use of domain-specific theoretical perspectives and therefore hinders the examination of more domain-independent mechanisms and boundaries from organizational climate to specific outcomes. Research indicates that the more specific safety climate refers to the industrial context or the target level, the better they reflect the safety outcomes (Jiang et al., 2019; Zohar, 2010). But the development of such narrow-focused organizational climates led to a "siloed nature" (Beus et al., 2023, p. 2019) in organizational climate research. Additionally, there is increasing pressure from theoretical papers to explore boundary conditions in organizational climate research (Beus et al., 2023; Busse et al., 2017; Schneider et al., 2013). In this context, individual differences, social contexts, and industry-specific factors are suggested as potential boundary conditions for organizational climate (Beus et al., 2023). It should be noted that empirical studies often assume that organizational health and safety climate will affect employee mental and physical health. However, these studies either use different theoretical frameworks that explain why individual climate perceptions should lead to individual health (Beus et al., 2023; Loh et al., 2019; Schulz et al., 2017) or, most importantly for this dissertation, do not investigate more domain-independent mechanisms and boundaries that could mediate or moderate the relationship between organizational climate perceptions on specific individual outcomes. However, these domain-independent mediators and moderators, with a stronger focus on the "How and When", could be vital in understanding the effects of organizational health climate. Concerning the "How", for example, no studies on psychological health climates empirically examined specific behaviors resulting from perceiving organizational climate that contribute to employees' individual psychological health. Furthermore, while the organizational climate is widely regarded as a key measure of the social context within organizations, this social context does not exist in isolation (Beus et al., 2023; Beus et al., 2021). Other contextual factors, such as life outside of work can also contribute to this relationship. Concerning the "When", not only the perceived social context but also the individual relationship employees

have with their organization should influence how they perceive organizational priorities and how they internalize those perceived priorities (Whetten & Foreman, 2014). Therefore, organizational identification as a measure of the social relationship of employees with the organization (Haslam, 2012) should influence the relationship between perceived organizational health and safety climate and individual health behavior. Beus et al. (2023) emphasize that future research should focus on domain-independent mechanisms of organizational climate, as the existing literature is fragmented by theories that cater to domain-specific foci. This dissertation will explore three domain independent mechanisms and boundaries that better help to understand the effects of perceived organizational health and safety climate on individual physical and psychological health: individual health behavior, behavior in the non-work domain, and organizational identification. These three variables are understudied in the organizational climate literature, but may offer domain-independent mechanisms and boundaries from perceived organizational health and safety climate to individual employee health. In the following sections, I will elaborate on each of these mechanisms and boundaries.

1.3.1 Concrete Individual Health Behavior

By its very definition, organizational climate explicitly encompasses behaviors that are expected and rewarded within a given climate domain (Schneider et al., 2013) and, as a consequence, the focused climate should provide guidance on the appropriate behavior in the organization. In example, a more positive safety climate in the organization encourages safe behaviors through organizational rewards (Clarke, 2006). Individual perceptions of climate should influence individual behavioral predictions about the likely outcomes of climate-related actions. These climate-driven predictions, in turn, should inform and direct subsequent individual behaviors related to that climate perception (Beus et al., 2023). Previous research highlights that understanding individual behavioral consequences, such as proactive behavior, prosocial behavior, or recovery activities, is crucial, as individual health behaviors are an important factor for general health (Sonnentag et al., 2023). Although there are some focused climates like safety climate (Clarke, 2006; Jiang et al., 2019) or organizational health behavior climate (Sonnentag & Pundt, 2016) that name concrete health behavior resulting from the perception of organizational climate, concrete behavior mechanisms seem especially lacking for climate focusing on psychological health (Loh et al., 2019). Here, indi-

vidual behavioral mechanisms from a perceived climate to individual psychological health are more complex, not explicit and concrete (e.g., personal appraisal processes, relaxation, or mindfulness) compared to physical health and safety (e.g., eating healthy food or wearing a helmet). Furthermore, since Psychosocial Safety Climate research originated from research on the job-demands model (Demerouti et al., 2001), the main focus of previous studies was to investigate the influence of PSC on resources and demands (Amoadu et al., 2023; Dollard et al., 2017; Loh et al., 2019), but not on concrete individual behavior. The lack of individual behavioral outcomes in the PSC literature could also be due to the way organizational climate is assessed. I described the conflict between scholars who emphasize measuring climate as a shared construct (organizational climate) rather than measuring it at the individual level (psychological climate). Psychological climate pertains to an individual's perception of meaningfulness in their work environment, influencing their personal motivation, attitudes, and behaviors. Organizational climate operates at a broader level, reflecting collective organizational dynamics and management priorities, but not individual behavior (Loh et al., 2019). Findings from Loh et al. (2019) indicate that psychological and organizational climate serve different functions within a workplace. Psychological climate is stronger related to an individual's motivation and behavior, and the shared climate is stronger related to collective phenomenon in the organization. Thus, the way organizational climate is measured and defined can influence how scholars might define, assess and value individual concrete health behaviors for their research. However, the topic of evaluating behavioral mechanisms is relevant, as a recent review points out that, especially the promotion of health behavior at work, is generally the most effective in addressing the psychological health of employees (Sonnentag et al., 2023). Therefore, more research is necessary to design better and individually tailored interventions. In addition, a more profound understanding of the climate mechanisms that lead to psychological health through the impact of concrete individual health behavior, should be developed.

1.3.2 The Effects of Organizational Health Climate in the Nonwork Domain

There is a small body of research indicating that the effects of organizational climate can spill over into employees' non-work personal life. Previous research focused on safe driving (Naveh & Katz-Navon, 2015) safety behavior (Wu et al., 2017) as well as healthy eating and exercise (Sonnentag & Pundt, 2016). However, current research on the effects of organizational climate on non-work

personal life is relatively sparse. Especially for the effects of organizational climate on employees' psychological health. This might be because organizational climate researchers as well as organizational policymakers might be more interested in organizational outcomes first, which is reasonable. However, when it comes to the topics of physical and mental health, most of the health behaviors promoted through the organizational environment (for example, eating healthy, exercising, proactive behavior, or caring for one's psychological health) should not stop when ending the day of work in the organization (Sonnentag et al., 2023). As a consequence, the role of spill-over effects for those topics might be under-investigated. Therefore, knowledge about how the effects of organizational climate can spill over into employees' non-work domain would provide great potential benefits to scholars and practitioners to gain a more comprehensive understanding of the impact perceived health and safety climate has on overall health and well-being.

In their theory on work to family spill-over Edwards and Rothbard state that "the transfer of behaviors between domains is most likely when behaviors have been internalized as habits or scripts and situational cues in the domains are similar" (Edwards & Rothbard, 2000, p. 187). They also indicate that behavioral spill-over is intentional when behavior is applicable in both domains (Edwards & Rothbard, 2000). Internalization of behavior and the possibility to apply this behavior in the non-work domain seem to be important factors for work-to-personal life spill-over functioning. Hence, if employees show health behavior in the non-work domain, which was signaled to them through their organizations' health and safety climate, this could resemble a strong indicator that the employees perceived and adapted health behavior that was promoted and enabled through organizational climate. Moreover, this would indicate that the health behavior is applicable over both domains and that they have the resources through organizational climate to engage in health matters in their non-work domain. Therefore, assessing health outcomes in the non-work domain should yield in a more profound understanding of the effects of perceived organizational climate.

1.3.3 The Potential Role of Organizational Identification

Organizational identification reflects the degree to which employees perceive themselves as belonging and define themselves as a part of an organization (Ashforth & Mael, 1989). Hence, organizations are not only considered a place where you work, but a place that can give employees an answer to the question "Who am I?" and therefore information about their identity. The roots of

organizational identification are based on the theory of social identity and self-categorization (Ashforth & Mael, 1989). Historically, social identity theory was developed to understand intergroup discrimination and the minimal conditions that lead to favoritism of one group over the other (Haslam, 2012; Tajfel, 1978; Turner, 1985). The main result was that the simple act of categorizing individuals into a certain group membership was enough to change their attitudes and behavior (Haslam, 2012; Tajfel, 1978). Based on the findings of social identity scholarship, the self-categorization theory (Turner, 1985) generalized the results of the social identity theory to issue social relations in general (opposed to intergroup relations) and social contextual variables in general (opposed to social structural variables) (Haslam, 2012). Moreover, this theory also argued that an individual's self-concept may be extracted from various self-categories that encompass notions of the self as a singular individual ("sense of I") to more encompassing definitions in terms of essential group affiliations ("employee of my company") (Haslam et al., 2000; Turner, 1985). As both social identity theory (Tajfel & Turner, 1979) and self-categorization theory (Turner, 1985) posit similar answers to slightly different problems, they were integrated into a general framework called the social identity approach (Haslam, 2012; Haslam et al., 2000). The social identity approach posits that the attitudes, behaviors, and emotions of individuals are influenced by their group memberships when they categorize themselves based on these affiliations (Haslam et al., 2000). So, if employees have high levels of organizational identification, their self-concept and therefore the sense of who they are, is largely derived from their group membership in the organization (Haslam, 2012). Consequently, employees with higher levels of organizational identification are more inclined to exhibit behaviors and attitudes that they perceive as typical within their organization (Lee et al., 2015; van Dick et al., 2008). Furthermore, research indicates that group identification moderates the effects of perceived norms and values within a group (Tajfel & Turner, 1979; Turner, 1985). Thus, perceived values and norms become more salient and more likely to guide behavior when group membership is a significant aspect of one's self-concept (Duderstadt et al., 2024; Terry & Hogg, 1996).

Following this previous theory and research of the social identity approach, there are several arguments why organizational identification should influence the relationship between perceived organizational climate and employees' individual behavior. First, stronger organizational identification is likely to enhance individual behaviors promoted by the perceived organizational climate, as employees tend to adopt peer attitudes and values more strongly through internalization processes

(Ashforth et al., 2000). For highly identified employees, deep internalization of the organization's climate could lead to a greater drive to achieve organizational priorities signaled through organizational climate. Second, both organizational climate and organizational identification contribute to employees' sensemaking processes, where organizational climate represents the social context of the organization (Beus et al., 2023), and organizational identification reflects the relationship between individuals and their organization (Haslam, 2012). Both climate and identification serve as mechanisms to reduce uncertainty for employees through social interactions (Beus et al., 2023; Turner, 1985). Thus, when organizational priorities, signaled through climate, align with employees' identities, there is likely to be strong consensus among employees regarding the organization's policies, practices, and communicated priorities (Whetten & Foreman, 2014). Third, it has been argued that, compared to previously discussed mechanisms (e.g., management practices, organizational policies, and leadership behavior), which are commonly used to explain when employees' perceptions of the organizational climate lead to beneficial behaviors for the organization, organizational identification offers a more stable and stronger link (Whetten & Foreman, 2014). Therefore, employees who identify with the organization are more likely to align with the specific content of the organizational climate, regardless of team norms, supervisor preferences, or organizational incentives (Whetten & Foreman, 2014). Lastly, when there is low contrast between role identities, meaning that there is a strong overlap between work and non-work identity, the transfer of behavioral scripts from work to the non-work domain becomes more likely (Ashforth et al., 2000). Moreover, when employees share a similar identity with their organization, they are more inclined to interpret workplace behavior as part of their self-concept (van Dick et al., 2008). Consequently, employees with strong organizational identification should be more likely to exhibit spillover behavior into the non-work domain.

Although the connection between organizational climate and organizational identification was proposed in foundational theoretical work on organizational identification (Ashforth & Mael, 1989) and supported by subsequent theoretical discussions (Whetten & Foreman, 2014), empirical research exploring the interaction of these variables remains sparse. Reviewing the previous literature, there is some research that incorporates measures of different forms of climate and identification (Gonzalez & DeNisi, 2009; Kaluza et al., 2020; Morrison et al., 2011; Wang & Rode, 2010). For example, Wang and Rode (2010) found that employee creativity was related to the interaction

among transformational leadership, employee identification with their leader, and an innovative climate. More importantly, Kaluza et al. (2020) found that a perceived organizational health climate affected leaders' health mindsets more strongly when leaders were highly identified with their organization (which, in turn, had downstream consequences for their employees' well-being). However, there is a gap in present research directly examining the potential interplay between an individual employee's perception of the organizational safety and health climate and the individual's identification with the organization in relation to their health behaviors and health outcomes. Moreover, to my knowledge, there is no research on the moderating effect of organizational identification on organizational climate spill-over effects. This gap is surprising given that the previous literature suggests that organizational identification may be crucial to understanding how organizational climate contributes to health outcomes (Whetten & Foreman, 2014).

1.4 Research Goals and Contributions

Overall, the primary goal of this research is to gain a more in-depth understanding of the "How" and "When" perceived health and safety climate influences both employee's individual physical and psychological health. This dissertation addresses several gaps in previous research, including the lack of attention to specific health behaviors, the limited investigation of health and safety climate effects in non-work domains, and the underexplored interaction between organizational climate and organizational identification. The research used measures of perceived health and safety climate related to physical health during the COVID-19 pandemic and psychological health through the concept of Psychosocial Safety Climate. This dissertation contributes to both academic literature and practical applications in several ways.

First, a novel measure was developed to assess organizational safety climate, specifically aimed at preventing the transmission of infectious diseases. This measure was created in response to the urgent need during the COVID-19 pandemic to assess the influence of organizational social contexts on employee individual health behaviors. In general, the development of more specific safety climates is encouraged, as they can provide a more profound understanding of organizational perceptions in particular situations (Jiang et al., 2019; Zohar, 2010). It has been argued that certain climates may take precedence over others in specific organizational contexts (Beus et al., 2023). To this day, the COVID-19 pandemic is one of the most significant events of this century (Nicola et al.,

2020). Infection protection likely became a top priority for organizations, making OCID a relevant safety measure during this time. Moreover, this specific form of safety climate also has potential for future use in other pandemics that are anticipated to occur (Bloom et al., 2017). Furthermore, testing the effects of organizational climate during this period provided a rigorous examination of these influences, since government and societal health measures were already in place and health awareness was increased (Agyapon-Ntra & McSharry, 2023).

Secondly, through all the studies, there was a particular focus on the non-work personal domain of employees. Especially during the COVID-19 pandemic, it was necessary to adhere to guidelines in the non-work domain and not only in the workplace to mitigate the potential risks of infection (Van Bavel et al., 2020). While the same is also true for the relationship between PSC and psychological well-being the non-work domain has been largely neglected as an important factor in previous PSC research. Here, my studies contribute to a sounder understanding of the role and the transfer of organizational climate effects to the non-work domain can play concerning physical health and, moreover, psychological health.

Third, this dissertation is exploring on-job and off-job crafting as a concrete behavioral mechanism through which Psychosocial Safety Climate transfers into individual psychological well-being. Crafting involves proactive and voluntary efforts by employees to tailor both their work environment (on-job crafting) and their personal lives (off-job crafting) to align with their individual needs, skills, and preferences (de Bloom et al., 2020; Tims et al., 2013; Wrzesniewski & Dutton, 2001). As argued above, research on such concrete behavior in organizational health climate literature is still sparse, especially regarding psychological well-being. Hence, crafting could resemble a fruitful individual behavioral mediator that could explain how perceived resources as well as expected and rewarded behavior lead to greater overall individual psychological health for employees.

Lastly, this dissertation investigated the moderating role that organizational identification plays in the connection between individual perceptions of organizational health and safety climates and individual health behavior, both at work and in the employees' non-work life. Although the connection between organizational climate and organizational identification has previously been proposed, (Ashforth & Mael, 1989; Whetten & Foreman, 2014) research that combines these two organizational variables is still lacking a more in-depth empirical investigation. To the best of my knowledge, there exists no empirical study examining the interplay between organizational health

and safety climate, organizational identification, and non-work personal life. Gaining a deeper understanding of when the impact of organizational climate is moderated when influencing not only health behavior at work, but also spillover in one's personal life, is useful for planning more solid health interventions. In addition, a stronger empirical investigation could help better understand theoretical implications on when organizational climate and organizational identification interact.

1.5 Dissertation Outline

The first part of my dissertation was influenced by the COVID-19 pandemic, which led me to investigate the effects of perceived infection prevention climate on adherence to pandemic-related behaviors. As the pandemic became less of a public health issue, my focus was changed to the effects of psychosocial safety climate on psychological health. Although the specific health and safety climate examined during the dissertation changed, the underlying mechanisms and concepts are likely to be applicable across various climate domains. Testing the proposed mechanisms and boundaries between different domains of health and safety climates aligns with recommendations to test domain-independent psychological principles of organizational climate (Beus et al., 2023). Consequently, this change in the specific facet of the climate under study (Organizational Climate for Preventing Infectious Diseases and Psychosocial Safety Climate) should strengthen the contribution and generalizability of my findings. As my research is interested in individual mechanisms and boundaries and individual behavioral outcomes, I followed the recommendations of Kessler (2019) to measure organizational climate as psychological perceived climate without aggregating employee perceptions.

This dissertation is composed out of three empirical studies that examine the relationship between a perceived and focused health and safety climate with behavioral and health outcomes at work but moreover in the non-work domain. Those three studies are presented in the following chapters. Two studies are currently undergoing peer review in various scientific journals, with details provided in the footnotes for each chapter. Each chapter includes a theoretical introduction, a method and result section, and a discussion. Consequently, each study can be read independently, potentially resulting in some repetitive explanations due to shared theoretical foundations. In the empirical portion of this dissertation, the pronoun "we" is used to recognize the contributions of all parties involved, with individual acknowledgments specified in the footnotes for each respective

study. Table 2 presents an overview of the empirical part of the dissertation.

In Chapter 2 (referred to as Study 1), I report a longitudinal study in which I first developed and tested a measure of an organizational climate for preventing infectious diseases. An online survey was used to validate the newly developed organizational climate questionnaire. I tested whether the effects of this safety climate for preventing infectious diseases impacted behavior at the workplace and moreover mediated the effects on behavior in the non-work domain.

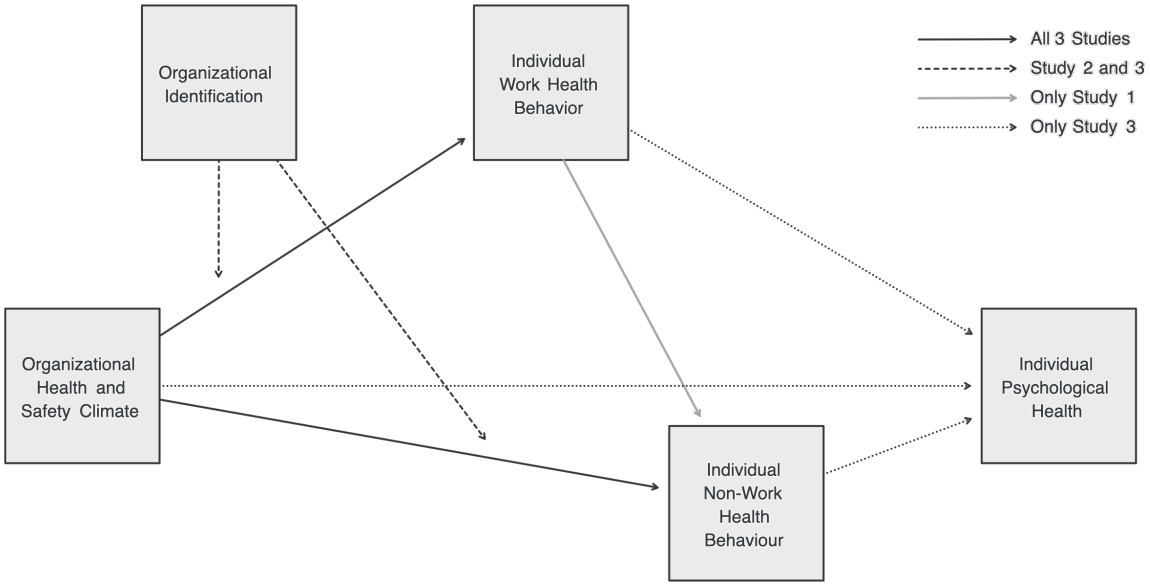
In Chapter 3 (referred to as Study 2), I tested whether the behavioral effects identified in Study 1 could be replicated when governmental restrictions concerning adherence to certain guidelines ended. This would be especially important for the non-work domain. Additionally, in this study, I investigated whether those effects were moderated by organizational identification for both work and non-work behavior.

In Chapter 4 (referred to as Study 3), I used an already well-researched climate, namely Psychosocial Safety Climate, to test previous predictions within another climate domain. I studied on-job and off-job crafting as a concrete individual behavior mediator for the effects of organizational climate on mental health. In addition to Study 1 and Study 2, the result was closer to actual health, as I used measures for burnout and mental well-being. In addition, I also tested whether organizational identification would moderate the relationship between organizational climate and crafting behavior. In consequence, this study comprises all the mechanisms and boundaries discussed above, from organizational climate to individual behavior.

Finally, Chapter 5 summarizes the main findings from my empirical studies. In addition, I discuss theoretical as well as practical implications of my findings and give prospects for future research.

Figure 1 displays a conceptual model including my assumed moderation and mediation pathways that are investigated in this dissertation.

Figure 1: Conceptual Model Illustrating the Relationships Between Organizational and Individual Factors for Employees Health and Health Behavior.



This figure presents a conceptual framework examining the interplay between organizational health and safety climate and individual health-related behaviors and outcomes, as investigated across three studies. The framework includes five key constructs: Organizational Health and Safety Climate, Organizational Identification, Individual Work Health Behavior, Individual Non-Work Health Behavior, and Individual Psychological Health. The arrows in the model represent hypothesized positive relationships, with line types indicating the scope of investigation: solid lines represent relationships tested in all three studies, dashed lines pertain to Studies 2 and 3, the gray line represents Study 1, and finely dotted lines reflects Study 3.

Table 2: Overview of Empirical Studies

	Aim	Methods & Measurements	Main Findings
Chapter 2 Study 1	Develop and validate an organizational climate for infectious diseases (OCID) questionnaire. Test OCID's impact on workplace behavior. Explore OCID's influence on behavior outside work.	A two-wave study of 343 UK employees was conducted via Prolific, with 304 participants completing both waves. Measurements: OCID scale and adherence to COVID-19 guidelines at work and in private life	OCID increased employees' adherence to COVID-19 guidelines at work and in their private life. Adherence in private life was maintained one month after the initial lockdown. The effect of OCID on private life adherence was mediated by adherence at work.
Chapter 3 Study 2	Test if behavioral effects from Study 1 persist after government restrictions ended. Focused on stability of effects, particularly in the non-work domain. Investigate if organizational identification moderated effects on work and non-work behavior.	A sample of 709 participants from the USA, UK, and Germany was recruited through Prolific Data was collected at two time points: March-April 2022 and June-July 2022, with participants completing surveys on organizational COVID-19 safety climate, preventive behavior, and organizational identification. Measurements: COVID-19 safety climate scale, organizational identification scale, and COVID-19 preventive behavior in both workplace and non-work settings.	Perceived organizational COVID-19 safety climate positively influenced COVID-19 preventive behavior at work. The safety climate did not directly impact preventive behavior in private life. Organizational identification moderated the effect on non-work preventive behavior, but not on work behavior.
Chapter 4 Study 3	Study the impact of Psychosocial Safety Climate on mental health through on-job and off-job crafting behaviors as mediators. Use burnout and mental well-being as outcome measures, focusing on health-related effects. Test whether organizational identification moderates the relationship between climate and crafting behavior, covering mechanisms and boundaries from climate to individual behavior.	Three-wave survey with 266 US participants from Prolific, focusing on organizational employees working at least 21 hours per week. Data collection occurred over three waves with five-week intervals. Measurements: Psychosocial Safety Climate, on-job and off-job crafting, organizational identification, burnout, and mental well-being.	PSC was associated with increased mental well-being and decreased burnout. PSC positively influenced on-job and off-job crafting, which mediated effects on well-being and burnout. Organizational identification moderated the impact of off-job crafting on mental well-being and emotional exhaustion.

2 Study 1

The Effects of Organizational Climate on Adherence to Guidelines for COVID-19 Prevention[1]

Adherence to COVID-19 guidelines is of utmost importance to prevent the spread of the new coronavirus (SARS-CoV-2) alongside vaccination (Cowling & Aiello, 2020; Wilder-Smith & Freedman, 2020). While politicians and media have been considered to be crucial factors to promote adherence to the COVID-19 guidelines (McCloskey & Heymann, 2020; Van Bavel et al., 2020; West et al., 2020), little is known about the impact organizations have on their employees' adherence to these guidelines. Previous literature has shown that organizational climate is a useful framework to understand how organizational measures can alter individual behavior (Kuenzi & Schminke, 2009; Schneider et al., 2013). But can organizations also affect how strictly employees adhere to COVID-19 guidelines?

Using a two-wave study design, the present study examines whether organizational climate for preventing infectious diseases (OCID) is positively related to adherence to COVID-19 guidelines at work. Moreover, we test whether OCID is also related to adherence to guidelines in one's private life, and whether this relationship is mediated by adherence at work, in terms of a spillover effect. We adopted existing safety climate scales to form a measure of OCID, and we assessed the effects of OCID on adherence to COVID-19 guidelines of employees at work as defined by the WHO (World Health Organization, 2020) during an early stage of the pandemic.

2.1 Theoretical Background and Hypotheses

Organizational climate is defined as "shared perceptions of and the meaning attached to the policies practices and procedures employees experience and the behaviors they observe getting rewarded and that are supported and expected" (Schneider et al., 2013, p.362). Schneider et al. (2013) argued that organizational climate is linked to and shaped by specific measures (e.g. management practices) that organizations take to evoke desired behavior in their employees. According to signaling theory, (Connelly et al., 2011) such measures can signal to employees that their organization values certain types of behavior. In addition, social exchange theory (Emerson 1976) proposes that

[1]This chapter was published as 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

employees who perceive certain behaviors as being valued by their organization are more likely to adopt or maintain such behaviors as they expect a positive social return (Baran et al., 2012; Schulz et al., 2017). Following both theories, it is conceivable that organizational measures during the COVID-19 pandemic could signal the value of health to employees. Therefore, OCID might affect adherence to COVID-19 guidelines both at work and in one's private life. Previous research confirms the impact of organizational climate on behavioral outcomes, including safety behavior (Griffin & Curcuruto, 2016; Zohar & Luria, 2005) and healthy behavior (Kaluza et al., 2020; Sonnentag & Pundt, 2016). Studies also found that safety climate can increase hygiene routines within hospitals (Larson et al., 2000; Moore et al., 2005; Rozenbojm et al., 2015). Hence, organizational climate can alter the behavior of employees and foster safety and health behavior at the workplace. However, it has not yet been tested whether the effects of organizational climate also apply to behavior change during the current COVID-19 pandemic. Interestingly, in many workplaces the behavior prescribed by the COVID-19 guidelines is completely new and unlearned. Therefore, we deem it important to test whether OCID is positively related to these new types of behavior. Building on previous theory and empirical evidence, we predict that OCID is positively related to adherence to COVID-19 guidelines at the workplace. Hence, we hypothesize:

- **H1:** OCID predicts employees' adherence to the COVID-19 guidelines at work.

An important limitation of organizational climate research is that it typically focuses on behavior at the workplace and hence often neglects the impact organizational climate might have on behavior outside the organization's boundaries (for exceptions, see below). For many health-related behaviors and especially during the COVID-19 pandemic, behavioral changes in all domains of life are essential (Van Bavel et al., 2020; West et al., 2020). A few studies provide preliminary evidence for spillover effects from organizational climate to safety (Naveh & Katz-Navon, 2015; Wu et al., 2017) health (Sonnentag & Pundt, 2016) and pro-environmental behavior outside work (Hicklenton et al., 2019). However, it has to be noted that the design of previous studies was either cross-sectional (Hicklenton et al., 2019; Sonnentag & Pundt, 2016; Wu et al., 2017) or spillover effects were reported in retrospective after one year (Naveh & Katz-Navon, 2015).

Additionally, previous literature has not investigated how organizational climate-related behavior at the workplace translates into similar behavior in one's private life. Previous theoretical work emphasizes that work and private behavior are interconnected through certain habits scripts

and styles (Edwards & Rothbard, 2000). Therefore, it is plausible that during the pandemic, certain behaviors that are learned and fostered at the workplace (e.g. physically distancing) turn into (or reinforce) habits or scripts that are transferred to one's private life. Specifically, we proposed an indirect effect of OCID to adherence to COVID-19 guidelines in employees' private life through adherence to COVID-19 guidelines at the workplace. Hence, we hypothesized:

- **H2:** OCID predicts employees' adherence to the COVID-19 guidelines in their private life.
- **H3:** The effects of OCID on employees' adherence to the COVID-19 guidelines in their private life are mediated by employees' adherence to the COVID-19 guidelines at the workplace.

2.2 Method

2.2.1 Sample and Procedure

We recruited our sample via the panel provider Prolific (www.prolific.co). The study consisted of two waves. The first wave (T1 N = 343 employees living in the UK) was conducted between April 20th and 25th 2020 that is after the pandemic hit the UK and while first COVID-19-related lockdown regulations were in effect. The second wave (T2) was conducted about one month later, that is between May 18th and 22nd, 2020, one week after the partial relaxation of the lockdown in the UK. Inclusion criteria were (a) working at least part-time (19.5 hours per week) and (b) working for an organization (no self-employment). The survey was administered via the online survey tool SoSci Survey (Leiner, 2019).

For our analyses, we included only participants who took part in both waves and fulfilled our pre-screening criteria (N = 304). Four participants had to be excluded as they failed to answer attention check questions correctly. The final sample included 181 female (59.5 %) 121 male (39.8 %) and 2 other (0.7 %) participants. Mean age was 41.44 (sd = 11.67) years. Participants worked for an average of 34.19 hours per week (sd = 10.27). Further demographics are displayed in Table 3. There was no missing data because we used forced choice answering formats in our questionnaire.

2.2.2 Measures

Organizational Climate for Preventing Infectious Diseases Our seven-item measure to assess OCID was adapted from existing safety climate scales (Neal & Griffin, 2006; Zohar & Luria,

2005) to COVID-19-specific measures on a six-point scale (e.g. "My organization offers support and provides me with equipment to deal with the circumstances resulting from the coronavirus pandemic" 1 = *absolutely not true*, 6 = *absolutely true*). A Confirmatory Factor Analysis (CFA) revealed a one-factorial structure that provided good fit to the data (N = 304; $\chi^2 = 1390.220$, df = 21, $p < .001$ Comparative Fit Index (CFI) = .99 Root mean square error of approximation (RMSEA) = .044 Standardized root mean square residual (SRMR) = .024 $\alpha = .91$).

Adherence to COVID-19 Guidelines Building on the WHO guidelines (World Health Organization 2020) we asked participants to report how strictly they adhered to the COVID-19 guidelines both at work ($\alpha = .73$, e.g. "I reduce social contacts at work to the bare minimum" 9 Items) and in their private life ($\alpha = .74$, e.g. "I reduce social contacts in private to the bare minimum" 12 Items). Both measures used a five-point Likert scale (1 = *much less than I should*, 5 = *as often as I should*).

All materials questionnaires data and scripts are available as an OSF project (https://osf.io/5s4vr/?view_only=8a60935b5ebb4a81b4deabac065000e5).

2.2.3 Analytic Approach

To test our hypotheses, we applied path analyses using R (R Core Team, 2020) and the lavaan package (Rosseel, 2012). In the first step, we entered T1-OCID as a predictor variable and (i) T2-adherence at work as well as (ii) T2-adherence in one's private life as two simultaneous outcome variables. We also included the T1-adherence variables as control variables. In a second step, we added all remaining paths needed to test for a mediating effect of T1-OCID on T2-adherence in one's private life through T2-adherence at work (Hayes, 2009). All hypotheses were tested at $p < .05$ (two-tailed).

We recruited our participants from an existing pool of N = 400 employees, whom we had tested in an earlier study with an unrelated topic. Therefore, the maximum sample size was restricted. Hence, we refrained from conducting an a-priori power analysis; instead, we conducted a sensitivity analysis. This analysis revealed that our final sample size at T2 of N = 304 employees allows for detecting small effects ($f^2 < 0.03$) in the relationship between OCID and adherence at work (H1) and in private (H2) with *alpha* = .05 and a power of .90 which has been considered a conventional value for high test-power in previous research (Faul et al., 2007; Mead et al., 2002; Perugini et al., 2018). It is also sufficient to detect small effects ($f^2 > 0.04$) for the proposed mediation

Table 3: Means, Standard Deviations, Frequencies and Percentages for all measured constructs.

Variable	*M*	*SD*	Frequency	Percentage (%)
T1 – OCID	4.48	1.07		
T2 – OCID	4.51	1.10		
T1 – adherence to COVID-19 guidelines at work	4.60	0.45		
T2 – adherence to COVID-19 guidelines at work	4.52	0.48		
T1 – adherence to COVID-19 guidelines in private life	4.44	0.47		
T2 – adherence to COVID-19 guidelines in private life	4.37	0.47		
Age	41.44	11.67		
Gender				
Female			179	58
Male			123	40
Unknown			2	1
Education				
Secondary education			39	13
Further education - academic qualifications			34	11
Further education - vocational qualifications			47	15
Bachelor			113	37
Master			56	18
Ph. D.			13	4
Other			2	1
Income Level				
Under 5000 €			2	1
5000 € to 10000 €			9	3
10000 € to 20000 €			52	17
20000 € to 30000 €			71	23
30000 € to 40000 €			64	21
40000 € to 50000 €			54	18
50000 € to 60000 €			29	9
60000 € to 70000 €			8	3
70000 £ to 80000 £			15	4.93
80000 £ to 90000 £			5	1.64
90000 £ to 100000 £			14	4.61
Over 100000 £			8	2.63

Note. T1 represents the first wave of our study from the 20th to 25th of April 2020, T2 represents the second wave of our study from the 18th to the 22nd of May 2020. M and SD are used to represent mean and standard deviation, respectively.

(H3) with a power of .90. In sum, our study was well-powered to detect the predicted relationships. Correlations between all study variables are displayed in Table 4.

2.3 Results

2.3.1 Hypotheses Testing

Correlations between all study variables are displayed in Table 4.

Table 4: Correlations with Confidence Intervals for all Measured Constructs.

Variable	1	2	3	4	5	6	7
1. T1 – OCID							
2. T2 – adherence to COVID-19 guidelines at work	.22**						
3. T2 – adherence to COVID-19 guidelines in private life	.18**	.59**					
4. Age	.00	.06	.11				
5. Sex	-.01	-.15**	-.15**	.00			
6. Income	.19**	.13*	.05	-.05	-.02		
7. Education	.03	.05	-.08	-.17**	.01	.25**	

Note. T1 represents the first wave of our study from the 20th to 25th of April 2020, T2 represents the second wave of our study from the 18th to the 22nd of May 2020. *M* and *SD* are used to represent mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval for each correlation. * indicates $p < .05$. ** indicates $p < .01$.

To test Hypotheses 1 and 2 we simultaneously tested the effect of T1-OCID on T2-adherence at work and in private while controlling for adherence at T1 using path analysis. The analyses showed that T1-OCID was predictive for T2-adherence to COVID-19 guidelines both at work (β = 0.14 p = .006) and in one's private life (β = 0.12 p = .007), hence supporting Hypothesis 1 and Hypothesis 2. Results are displayed in Table 5.

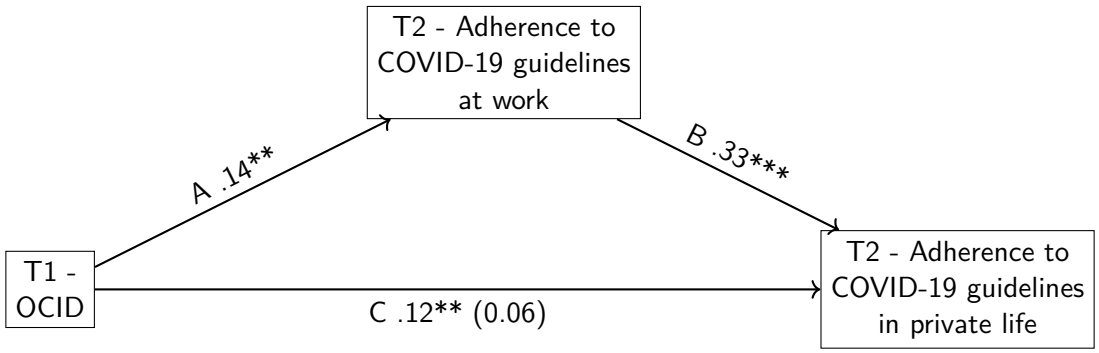
Table 5: Results of the path analysis

Predictor	T2-Adherence at work					T2-Adherence in private life				
	b	*Std. Err*	*95% CI*	β	*p*	*b*	*Std. Err*	*95% CI*	β	*p*
T1-OCID	0.06**	0.02	[0.02, 0.11]	.14	<.006	0.05**	0.02	[0.01, 0.10]	.12	<.02
T1-Adherence at work	0.66***	0.05	[0.57, 0.76]	.61	<.001					
T1-Adherence in private life						0.69***	0.05	[0.60, 0.79]	.66	<.001
R^2	.42					.50				

Note. A significant *b*-weight indicates the semi-partial correlation is also significant. *b* represents unstandardized regression weights. β represents the standardized regression weights. T1 represents the first wave of our study from the 20th to 25th of April 2020, T2 represents the second wave of our study from the 18th to the 22nd of May 2020. *M* and *SD* are used to represent mean and standard deviation, respectively. Values in square brackets indicate the 95% confidence interval. * indicates $p < .05$. ** indicates $p < .01$. *** indicates $p < .001$.

Moreover, we hypothesized an indirect effect of T1-OCID on T2-adherence to COVID-19 guidelines in one's private life through T2-adherence at work (Hypothesis 3). We tested the significance of the indirect effect using bootstrapping. Unstandardized indirect effects were computed for each of the 1000 bootstrapped samples, (Hayes, 2009) and the 95% confidence interval was computed by determining the indirect effects at the 2.5th and 97.5th percentiles. The bootstrapped unstandardized indirect effect was .02 [95 % CI: .01; .03] and statistically significant (p = .009). As predicted, T1-OCID was positively related to T2-adherence to COVID-19 guidelines at work, which in turn showed a positive relationship with T2-adherence to COVID-19 guidelines in employees' private life. As predicted, the effect from T1-OCID on T2-adherence to COVID-19 guidelines in employees' private life was fully mediated through adherence to guidelines at work. Results are displayed in Figure 2.

Figure 2: Standardized coefficients and levels of significance of our mediation analysis.



Note. T1 represents the first wave of our study from the 20th to 25th of April 2020, T2 represents the second wave of our study from the 18th to the 22nd of May 2020. Values displayed represent standardized coefficients. Value in parentheses indicates standardized coefficient for the direct effect of T1-OCID on T2-Adherence in private life when including the indirect effect via T2-Adherence at work. * indicates p $<$ .05. ** indicates p $<$ .01. *** indicates p $<$ .001.

To check for the robustness of our results, we reran our analyses while including age, sex, income and level of education as control variables. This did not change the pattern of results.

2.4 Discussion

In this paper, we proposed that organizations can play a pivotal role in mitigating the COVID-19 pandemic. In particular, we hypothesized that an organizational climate that values safety in times of the pandemic (i.e. OCID) increases employees' adherence to COVID-19 guidelines both at work and in their private life.

As predicted, OCID during the first lockdown in the UK in 2020 was related to a stricter adherence to COVID-19 guidelines both at the workplace and in individuals' private life about one month later (i.e. one week after the easing of the lockdown), thereby confirming Hypothesis 1 and 2. Furthermore, a mediation analysis provided evidence for Hypothesis 3 suggesting an indirect effect of OCID on adherence in one's private life through adherence at work.

2.4.1 Theoretical Implications

Our results are in line with previous theorizing on organizational safety and health climate (Naveh & Katz-Navon, 2015; Schneider et al., 2013; Schulz et al., 2017; Zohar & Luria, 2005). At the same time, our results extend the potency of such an organizational safety and health climate during a pandemic as a crucial part of COVID-19 health management. The longitudinal relationship between OCID and adherence to guidelines during the early stages of the COVID-19 pandemic should encourage organizations to see themselves as a vital part in fighting the pandemic.

On a broader theoretical level, our study advances research on organizational climate by showing that organizational climate can influence behavior in individuals' private life through adopting this type of behavior at work. Although spillover effects have been found in earlier research, (Hicklenton et al., 2019; Naveh & Katz-Navon, 2015; Sonnentag & Pundt, 2016; Wu et al., 2017) the mechanism underlying the effect of organizational climate on behavior in individuals' private life remained unclear. Specifically extending previous studies, we predicted and showed that the spillover effect from organizational climate on employees' behavior in their private life was mediated by the same behavior at the workplace. Hence, the present study is the first to show that the organizational climate to private behavior spillover effect is mediated through behavior at work. This finding is in line with theory (Edwards & Rothbard, 2000) that suggests that organizational climate fosters the acquisition of behavioral scripts and routines at the workplace, which then become effective in employees' private life.

A caveat of our findings is that the direct and indirect effect sizes found in the present study are rather small. However, it is important to note that the COVID-19 pandemic is probably the most publicly (and globally) recognized health-threatening event in the last decades. As a consequence, in most countries there are ubiquitous reminders of behavioral guidelines to prevent the spread of the new coronavirus (e.g. signs, media messages). Therefore, we might expect that the awareness of

the public guidelines to prevent the spread of the virus is already very strong. Moreover, social cognitions, for example social norms, have been identified to predict preventive behavior such as social distancing (Hagger et al., 2021). Hence, our study can be considered a strong (i.e. conservative) test of the effects of organizational climate. Our longitudinal results imply that OCID indeed explains additional variance above the "noise" of other measures (e.g. signs, media messages). As we controlled for adherence behavior at T1, our results suggest that OCID explains a small yet significant positive tendency towards stronger adherence during the COVID-19 pandemic. Remarkably, our results show that adherence to COVID-19 guidelines at the workplace can spill over into employees' private life. Even though these effects are small, if applied to an entire population, they may translate into considerable societal-level effects regarding the adherence to COVID-19 guidelines.

2.4.2 Limitations

There are some limitations and avenues for future research. First, adherence to COVID-19 guidelines was measured using self-reports. Although there is preliminary evidence showing a good validity of self-report measures in terms of high correspondence with actual behavior, (Gollwitzer et al., 2022) people might overestimate their adherence to the guidelines at least when comparing their own adherence with the adherence of others (Mojzisch et al., 2022). Hence, future research should assess adherence to COVID-19 guidelines more objectively, for example by using smartphone data (Huckins et al., 2020). Second, whether participants did or did not wear a face-mask was not part of our initial survey because in the early stages, wearing a face mask was not part of official COVID-19 guidelines in the UK where the study was conducted (Greenhalgh et al., 2020; Worby & Chang, 2020).

A third limitation of our study is that our survey was conducted in the UK only in a particular time frame in a dynamically changing global crisis. Future studies should examine the impact of OCID in countries with different policies regarding COVID-19 guidelines.

2.4.3 Conclusion

The key practical implication of our study is that organizations can positively influence their employees' adherence to COVID-19 guidelines by cultivating a climate that effectively integrates aspects of information and communication providing equipment and management values. As our

results show, this effect is also likely to translate into similar behavior in one's private life. Thus, our research demonstrates that organizational climate can affect how strictly people adhere to the COVID-19 guidelines in their private life, thereby highlighting the pivotal role of organizational climate in a once-in-a-lifetime crisis. In conclusion, we hope that our results will spur organizations to see themselves as a vital part in fighting the current pandemic.

3 Study 2

Organizational Identification Moderates the Effects of Organizational Climate on COVID-19 Preventive Behavior in Employees' Personal Life: A Social Identity Approach[2]

3.1 Introduction

Recently, there has been growing interest in how organizational measures improve employee health and safety behaviors – a trend accelerated by the COVID-19 pandemic (Huang et al., 2024; Hubert et al., 2022; Roswag et al., 2023, 2024; Sinclair et al., 2020). Safety climate (Zohar & Luria, 2005), which refers to employees' perceptions of safety-related policies, practices, and procedures, has been proposed as a key factor contributing to employee health and safety (Clarke, 2006; Loh et al., 2019).

However, research on the influence of safety climate remains inconclusive: Meta-analytic findings suggest that the effect sizes of safety climate on related outcomes tend to be rather small and exhibit high variance across studies (Clarke, 2006). This variability indicates that the relationship between safety climate and employees' safety behavior is contingent upon additional variables that have yet to be integrated into theoretical models of safety climate.

In our research, we argue that the extent to which (COVID-19) safety climate impacts employee behavior critically hinges on employees' organizational identification (Haslam et al., 2009, 2018; Steffens et al., 2021). While safety climate refers to the social context of an organization (Beus et al., 2023), organizational identification reflects the degree to which an individual perceives an overlap between the self and the organization (Haslam, 2012). Hence, organizational identification should be an important factor to boost employees' internalization processes of their perceived organizational context (Häusser et al., 2020).

Moreover, during the COVID-19 pandemic — and this extends to other infectious diseases (e.g., respiratory diseases) — the effectiveness of organizational safety measures relies on their implementation beyond the workplace. Consider, for example, an employee who strictly followed COVID-19 safety protocols in the workplace but neglected basic safety measures outside of work. In such cases, the intended protective influence of safety climate may be compromised. We argue

[2]This study was coducted together with S.A. Hadi, M. Roswag, A. Mojzisch and J. A. Häusser and is currently under review at *Applied Psychology: Health and Well-Being*

that when employees strongly internalize a safety climate, its influence is more likely to extend beyond the workplace and into the non-work domain. Hence, when organizational identification is high, the spill-over of organizational climate into the non-work domain should be more likely.

The major objectives of the present study are two-fold: First, we examine how perceived safety climate influences safety behavior both in the workplace and beyond. Specifically, within the context of the COVID-19 pandemic, we examined perceived COVID-19 safety climate, a focused form of safety climate (Hubert et al., 2022; Roswag et al., 2023, 2024), and COVID-19 safety behavior after the discontinuation of governmental COVID-19 prevention measures. As governmental regulation of non-work behavior declined during this phase of the pandemic, certain health behaviors (e.g., wearing face protection or practicing social distancing) may have remained relevant to individuals' health outcomes (Agyapon-Ntra & McSharry, 2023). Using a time-lagged design with two measurement points, we examined the relationship between perceived COVID-19 safety climate and COVID-19 preventive behaviors, both at work and in the non-work domain. We decided to do so because COVID-19 safety behavior played a pivotal role both within and outside the organization's boundaries.

Second, building on the social identity approach (Haslam, 2012; Tajfel & Turner, 1979), we argue that the relationship between perceived safety climate and health behavior is more pronounced for employees with higher organizational identification. Since organizational identification increases the likelihood of adopting and internalizing organizational norms (Ashforth et al., 2000; Lee et al., 2015; van Dick et al., 2008), we hypothesize that it moderates the relationship between perceived COVID-19 safety climate and COVID-19 safety behavior both at work and beyond. In particular, in the case of spill-over effects of safety climate from the workplace to the non-work domain, organizational identification may serve as a key boundary condition for the effects of organizational climate (Busse et al., 2017), helping to explain when such spillover occurs. In conclusion, the current research aims to examine whether the effects of safety climate on employee safety behavior vary across work and non-work settings as a function of organizational identification.

3.1.1 Perceived COVID-19 Safety Climate and Health Behavior in Work and Non-Work Settings

Organizational climate is a fundamental characteristic of organizations, shaped by how employees interpret and perceive the policies, practices, and procedures they experience, as well as the behaviors they see as expected, supported, and rewarded (Schneider et al., 2013). Therefore, employees' perception of their organization's social environment forms the foundation of their individual representation of organizational climate (Beus et al., 2023). Previous research suggests that when examining the impact of climate on employees' attitudes and behaviors, individual perceptions of climate (referred to as perceived climate) should be considered. In contrast, when the focus is on understanding how a group collectively perceives climate, researchers should rely on aggregated employee perceptions of shared organizational climate (Beus et al., 2023; Kessler, 2019; Loh et al., 2019).

It is also important to note that organizational climate is best considered as a construct that has a referent (Schneider et al., 2013). Thus, a climate is a climate of something, for example, a climate of service (Schneider et al., 1998) or safety (Zohar & Luria, 2005). One of the earliest developed focused climates was safety climate, which highlights the impact of management actions on workplace safety behavior and employee health (Zohar, 1980). Today, there is strong meta-analytic evidence for the importance of safety climate for employees' health and safety (Alruqi et al., 2018; Clarke, 2006; Griffin & Curcuruto, 2016; Jiang et al., 2019). Building on safety climate research, several focused health climates were developed, and there is mounting evidence for a connection between focused types of safety climate and safety behaviors (e.g., Loh et al., 2019; Roswag et al., 2023).

As a response to the COVID-19 pandemic, Hubert et al. (2022) introduced perceived COVID-19 safety climate as a specific type of safety climate, following the framework established by Zohar and Luria (2005). To respond to the circumstances of that time, Hubert et al. adapted the concept of safety climate to address the specific needs and challenges posed by the pandemic. The concept captures the extent to which the management demonstrates concern for employees' health, particularly in preventing infections during the COVID-19 pandemic. Hubert et al. (2022) found support for the positive impact of COVID-19 safety climate on adherence to COVID-19 guidelines, both in the workplace and, notably, beyond. Furthermore, this line of research has revealed its potential

to foster other health-related behaviors, such as employees' willingness to get vaccinated and their actual vaccination uptake (Roswag et al., 2023, 2024).

While these results are in line with previous studies on the effects of safety climate on organizational safety outcomes (Loh et al., 2019), Hubert et al. (2022) provided evidence for the extended influence of safety climate on safety behavior in the non-work domain. The spill-over effects from work to non-work contexts are of particular importance when the target behaviors have implications for non-work setting (as, for example, in the case of infection prevention). So far, only a few other studies suggest that consequences of organizational climate extend beyond the workplace and can also impact employees' personal life and their safety behaviors (Naveh & Katz-Navon, 2015; Rispler & Luria, 2020; Wu et al., 2017). However, the strength of these spill-over effects varies significantly, indicating that there are boundary conditions that moderate the impact of safety climate on employees' behavior outside the workplace.

In their seminal paper on the connection between work and family life, Edwards and Rothbard (2000) proposed that the transfer of behaviors between work and non-work domains is most likely to occur when these behaviors have been internalized as habits or scripts and when situational cues in both domains are similar. Thus, the internalization of behaviors and their relevance in employees' personal life seem to be crucial factors affecting the spill-over process from work to personal life. Given the call to investigate "potential conditions under which climate's influence expands outside the organization" (Naveh & Katz-Navon, 2015, p.225) from the outset of climate spill-over research, we propose that organizational identification could serve as such a condition.

3.1.2 The Social Identity Approach: Organizational Identification as a Moderator of COVID-19 Safety Climate

Organizational identification reflects the degree to which employees perceive themselves as belonging to and defining themselves as part of an organization (Ashforth & Mael, 1989). A useful framework to understand and examine the effects of organizational identification is the social identity approach (Haslam, 2012; Tajfel & Turner, 1979; van Knippenberg et al., 2002), which combines social identity theory (Tajfel & Turner, 1979) and self-categorization theory (Turner, 1985). This approach suggests that group memberships shape individuals' attitudes, behaviors, self-concept and feelings through individuals' identification with a social group or social category (Haslam et al.,

2000). Hence, in a work context, an employee's identification as an organizational member is likely to shape how this employee reacts to this specific work environment. Employees with higher organizational identification are more likely to adopt typical organizational behaviors and attitudes as part of their self-concept (Lee et al., 2015; van Dick et al., 2008). Furthermore, group identification has been found to moderate the effects of perceived norms and values of a group (Tajfel & Turner, 1979; Turner, 1985), making them more influential when group membership is central to one's self-definition (Duderstadt et al., 2024; Terry & Hogg, 1996).

The social identity approach underpins the relationship between employees and their organization (Kaluza et al., 2020). Therefore, organizational identification likely influences how employees respond to their perception of safety climate and should predict whether employees behave accordingly. In particular, employees with high organizational identification may find a perceived COVID-19 safety climate more relevant to their self-concept, enhancing behaviors promoted by this type of climate and therefore adopting and internalizing their organizations attitudes, values, and norms (Ashforth & Schinoff, 2016; Haslam et al., 2000). Therefore, a strong identification would result in a stronger internalization of the norms and values signaled by the climate of the employee's organization (Ashforth et al., 2000). In line with this notion, Kaluza et al. (2020) found that an organizational health climate had a stronger effect on leaders' health mindsets when they identified strongly with their organization. Moreover, it was shown that when employees strongly identify with their leader, an innovative climate amplifies the effect of transformational leadership on employee creativity, thereby acting as a reinforcing factor (Wang & Rode, 2010). Additionally, research on voice climate indicated that highly identified group members were especially likely to share ideas and suggestions (Morrison et al., 2011). In conclusion, there is empirical evidence for a possible moderating effect of organizational identification on the effects of organizational climate. However, these empirical insights are restricted to non-safety-related behaviors exhibited in the workplace. Therefore, it is insightful to test whether organizational identification also moderates the effects of safety climate on safety behavior in both work and non-work contexts.

Building on the social identity approach (Haslam, 2012), we predict that the relationship between perceived COVID-19 safety climate and COVID-19 safety behavior is more pronounced the more employees identify with their organization. Hence, we extend previous research on perceived safety climate by investigating organizational identification as a potential moderator for the ef-

fects of perceived safety climate. Furthermore, we investigate these moderating effects not only for the relationship between perceived organizational climate and work-related behavior, but also for behavior outside the workplace. Since highly identified employees integrate behaviors into their self-concept and internalize organizational norms more deeply (Ashforth et al., 2000; Lee et al., 2015), the relationship between perceived safety climate and non-work behavior should be stronger among employees with higher levels of identification.

In conclusion, we propose four hypotheses. The first two hypotheses extend previous research that found a positive relationship between perceived COVID-19 safety climate and compliance with legally mandated COVID-19 safety behaviors (Hubert et al., 2022). In the present study, we aimed to expand on these findings by investigating whether COVID-19 safety climate is also linked to safety behavior in the absence of enforced governmental guidelines, making such behavior voluntary yet crucial for preventing the spread of the disease. In particular, the lack of formal guidelines, and thus, binding regulations increases the impact of COVID-19 safety climate.

Additionally, given the high levels of fatigue regarding COVID-19 safety measures (Agyapon-Ntra & McSharry, 2023), it is particularly relevant to examine the effects of perceived safety climate in this context. Moreover, extending previous theory on safety climate, Hypotheses 3 and 4 propose that the relationship between perceived COVID-19 safety climate and COVID-19 preventive behavior is moderated by organizational identification, both at work and outside of work. Hence, we hypothesize:

H1: Perceived COVID-19 safety climate (T1) is positively related to COVID-19 safety behavior at the workplace (T2).

H2: Perceived COVID-19 safety climate (T1) is positively related to COVID-19 safety behavior outside work (T2).

H3: Organizational identification (T1) moderates the relationship between perceived COVID-19 safety climate and COVID-19 safety behavior at the workplace (T2), with a stronger relationship for more strongly identified employees.

H4: Organizational identification (T1) moderates the relationship between perceived COVID-19 safety climate and COVID-19 safety behavior outside work (T2), with a stronger relationship for more strongly identified employees.

3.2 Method

3.2.1 Sample and Procedure

We recruited our sample through Prolific, targeting participants from the USA, UK, and Germany, for the sake of generalizability, as these countries were lifting COVID-19 measures at the time of the study. Participants needed to work at least 11 hours per week for an organization (excluding self-employment). Initially, 882 participants joined at T1, but our final sample included only those who participated at both T1 and T2, totaling $N = 709$ participants. No other exclusion criteria were applied. Attrition t-tests showed that participants who dropped out from T1 to T2 tended to be younger ($M_{\text{agedropout}} = 32.65, SD_{\text{agedropout}} = 9.47$) compared to our final sample, including all participants that provided data at T1 and T2 ($M_{\text{age}} = 36.88, SD_{\text{age}} = 11.28$), $t(303) = 5.06, p < .001$, but there were no differences for any other variables (sex, country, and type of work) across the times of measurement.

The final sample included 323 female (45.94%), 380 male (54.05%), and six non-binary (0.01%) participants. Participants worked on average $M = 36.75$ hours per week ($SD = 9.09$). Of all participants, 484 (68.27%) worked in white-collar jobs, 115 (16.22%) worked primarily with people (e.g., care work), 87 (12.27%) worked mainly in service or in direct customer contact, and 23 (3.24%) worked in the production or shipping of goods. Two hundred and fifty-four participants were from the USA (35.83%), 246 from the United Kingdom (34.70%), and 209 participants were from Germany (29.48%).

T1 data collection occurred from March 22 to April 1, 2022, when COVID-19 restrictions were recently lifted in the UK and USA, and about to be lifted in Germany. Due to the dynamic developments regarding COVID-19 guidelines, we chose a rather brief retest interval. T2 data collection took place from June 27 to July 18, 2022, when most COVID-19 restrictions had been lifted in all three countries. At T1, we measured perceived COVID-19 safety climate, while COVID-19 safety behavior and organizational identification were assessed at both times. Participants were assured of privacy, anonymity, and the option to discontinue at any time. They received an average of GBP 1.7 per measurement point.

3.2.2 Measures

Perceived Organizational COVID-19 Safety Climate We used a seven-item measure to assess perceived COVID-19 safety climate (e.g., "My organization offered support and provided me with equipment to deal with the circumstances resulting from the corona pandemic."; α = .91), adapted from existing safety climate scales (Zohar & Luria, 2005) for COVID-19 (Hubert et al., 2022). Participants rated items on a six-point scale (1 = absolutely not true, 6 = absolutely true) based on their experiences over the past two years.

Organizational Identification Organizational identification was measured using an established four-item scale (Doosje et al., 1995), including items like "I identify with my organization.," on a seven-point scale (1 = strongly disagree, 7 = strongly agree; α = .96).

COVID-19 Safety Behavior at the Workplace and in Personal Life We assessed COVID-19 safety behavior using a five-point scale (1 = absolutely not true, 5 = absolutely true) for workplace (8 items, α = 0.68; e.g., "If I am present at my workplace, I make sure to air it regularly") and non-work settings (11 items, α = 0.89; e.g., "I avoid larger groups of people") by adapting items by Hubert et al. (2022). We complemented this scale by adding new items regarding wearing face masks, using corona self-tests or social events that were missing in their initial scale (due to non-availability at that time) but were relevant for this stage of the COVID-19 pandemic.

All materials, questionnaires, data, and scripts are available as an OSF project https://osf.io/fw9kg/?view_only=d16adaa2ff39480d94870b19323de8d8. All the items were translated into German by our research group.

3.2.3 Data Analysis

We conducted statistical analyses using R (4.2.1) (R Core Team, 2020). Hypotheses were tested with path-analysis using the lavaan (0.6.12) package and maximum likelihood estimation (Rosseel, 2012). Further analyses used the semTools (0.5.6) package (Jorgensen et al., 2022). To estimate the interaction between perceived safety climate and organizational identification we used double-mean centering (Lin et al., 2010).

3.3 Results

Means, standard deviations, and zero-order correlations of all study variables are shown in Table 6. To confirm that perceived COVID-19 safety climate and organizational identification are distinct factors, we used a confirmatory factor analysis in which all items of the two scales loaded onto separate factors. We found support for the distinctiveness of both factors: $\chi^2(43) = 181.761, p < .001$, CFI $= .992$, TLI $= .990$, RMSEA $= .029$ [90% CI .024, .033], SRMR $= .030$.

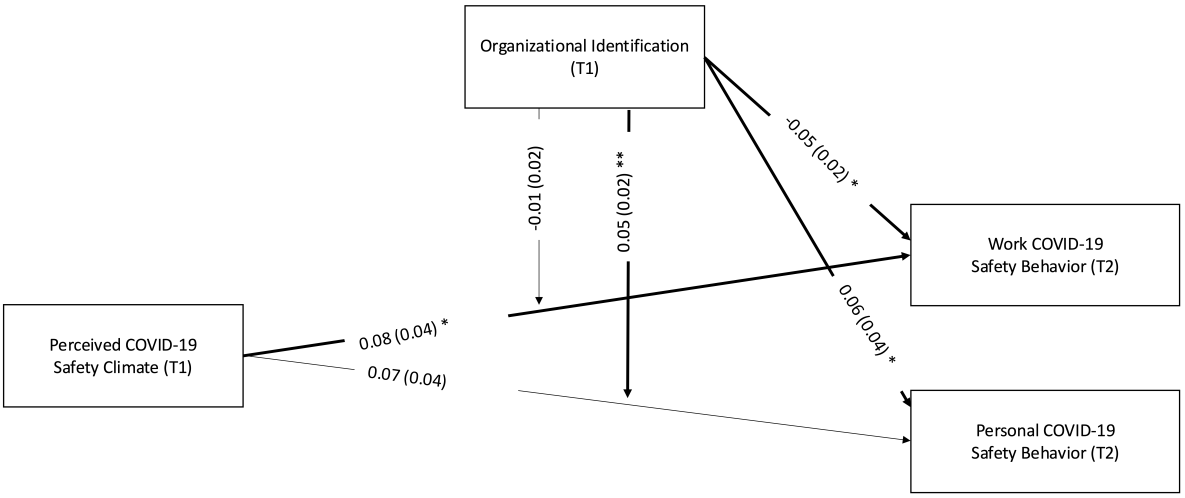
Table 6: *Means, standard deviations, and correlations.*

Variable	M	SD	1	2	3	4	5
1. Perceived COVID-19 Safety Climate	4.61	1.08	–				
2. Organizational Identification at T1	4.84	1.62	.59**	–			
3. Personal COVID-19 Safety Behavior T1	3.40	0.96	.14**	.15**	–		
4. Personal COVID-19 Safety Behavior T2	3.01	1.01	.09*	.10**	.83**	–	
5. Work COVID-19 Safety Behavior T1	3.55	0.72	.09*	-.06	.65**	.57**	
6. Work COVID-19 Safety Behavior T2	3.42	0.80	.05	-.04	.65**	.69**	.76**

Note. M = mean, SD = standard deviation. * $p < .05$. ** $p < .01$.

Our findings show that perceived COVID-19 safety climate at T1 predicted workplace COVID-19 safety behavior at T2 ($b = 0.08, se = 0.04, p = .02$, 95%-CI$[0.01, 0.15]$) supporting Hypothesis 1. However, it did not predict safety behavior outside work at T2 ($b = -0.07, se = 0.04, p = .12$, 95%-CI$[-0.02, 0.16]$) thus Hypothesis 2 was not supported. Organizational identification at T1 did not moderate the relationship between perceived COVID-19 safety climate at T1 and COVID-19 workplace safety behavior at T2 ($b = -0.01, se = 0.02, p = .68$, 95%-CI$[-0.03, 0.03]$) rejecting Hypothesis 3. However, it did significantly moderate the relationship between perceived COVID-19 safety climate and non-work COVID-19 safety behavior ($b = 0.05, se = 0.02, p < .01$, 95%-CI$[0.02, 0.09]$) supporting Hypothesis 4. Model results are displayed in Figure 3 and Table 7.

Figure 3: Results of our path analysis, including our moderator analysis.



Note. The moderator variable was double-mean centered. * indicates p < .05. ** indicates p < .01.

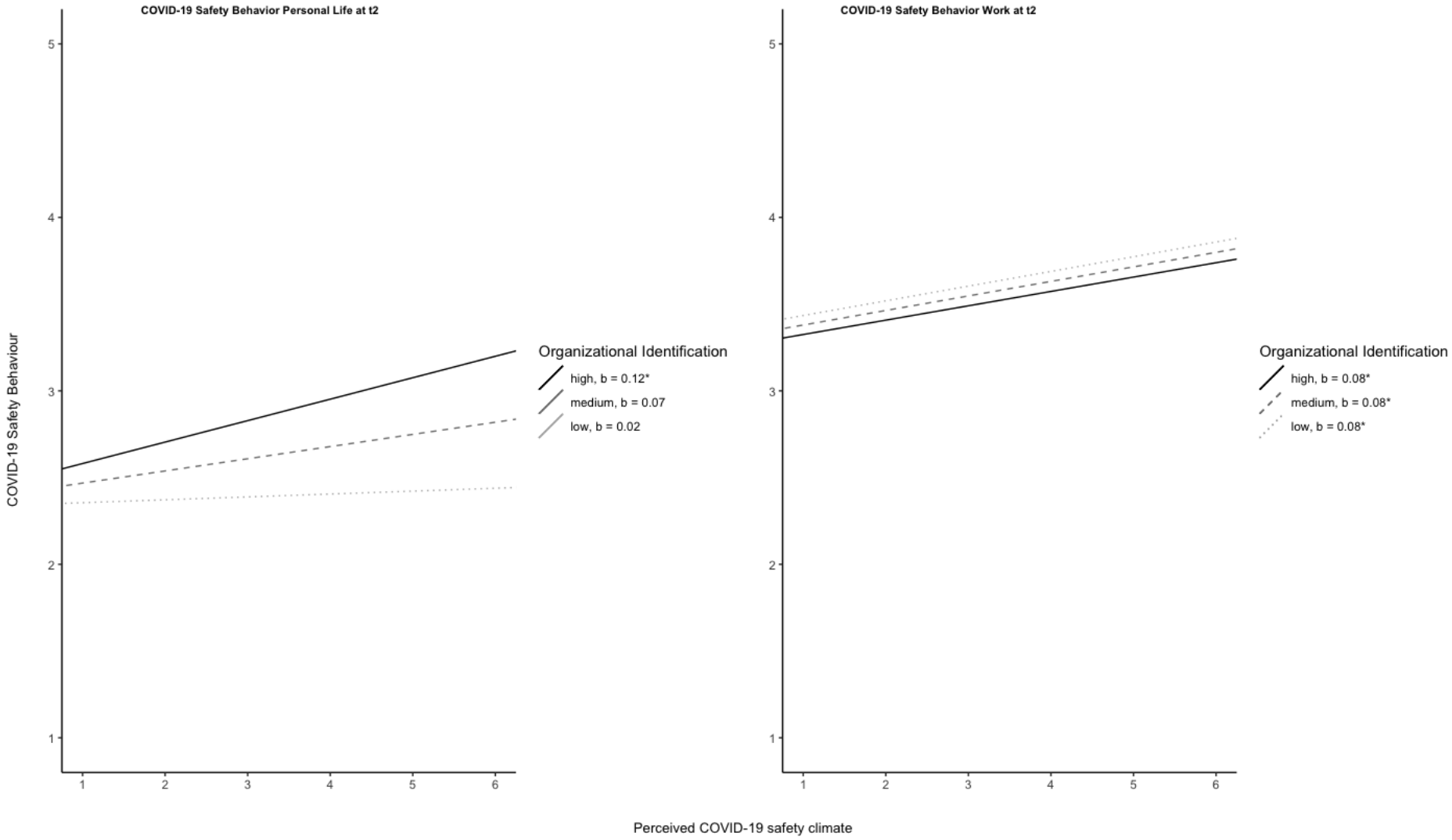
Table 7: *Results of Regression Analysis in lavaan.*

Variable	**Predictor**	***b***	***se***	***z***	***p-value***	***ci.lower***	***ci.upper***
Personal COVID-19 Safety Behavior at T2	Perceived COVID-19 Safety Climate	0.07	0.04	1.58	.11	-0.02	0.16
	Organizational Identification at T1	0.06	0.03	2.01	.04	0.03	0.12
	Climate * Organizational Identification	0.05	0.02	2.71	.01	0.02	0.09
Personal COVID-19 Safety Behavior at T1	Perceived COVID-19 Safety Climate	0.10	0.04	2.40	.02	0.02	0.18
	Organizational Identification at T1	0.07	0.03	2.63	.01	0.02	0.13
	Climate * Organizational Identification	0.05	0.02	2.85	.01	0.02	0.09
Work COVID-19 Safety Behavior at T2	Perceived COVID-19 Safety Climate	0.08	0.04	2.36	.02	0.01	0.15
	Organizational Identification at T1	-0.05	0.02	-2.32	.02	-0.10	-0.08
	Climate * Organizational Identification	-0.01	0.02	-0.58	.95	-0.03	0.03
Work COVID-19 Safety Behavior at T1	Perceived COVID-19 Safety Climate	0.13	0.03	4.04	.00	0.07	0.19
	Organizational Identification at T1	-0.08	0.02	-3.67	.00	-0.12	-0.04
	Climate * Organizational Identification	0.01	0.02	0.36	.72	-0.02	0.03

Note. The moderator variable was double-mean centered.

A simple slope analysis for low-identified (-1SD), medium-identified (mean), and high-identified (+1SD) employees revealed that the positive relationship between perceived COVID-19 safety climate and non-work COVID-19 safety behavior was significant only for highly identified employees ($b = .12, p = .02$) but not for low-identified ($b = .02, p = .70$) or moderately identified ($b = .07, p = .11$) employees. Results are displayed in Figure 4.

Figure 4: Results of simple slope analysis depicting the effect of different levels of organizational identification on the relationship between perceived COVID-19 safety climate and COVID-19 safety behavior.



Note. The moderator variable was double-mean centered.

3.4 Discussion

In this study, we used the social identity approach (Haslam, 2012) to explore the interactive effects of perceived COVID-19 safety climate and identification on health-related behavior both at work and in the non-work domain. We predicted that stronger organizational identification amplifies the influence of perceived COVID-19 safety climate on employees' COVID-19 safety behavior. To examine this hypothesis, we used data collected after most COVID-19 restrictions had been lifted, but guidelines were still recommended by expert panels. On the one hand, we found that perceived COVID-19 safety climate positively affected COVID-19 safety behavior at work. This relationship did not depend on the degree of organizational identification among employees. On the other hand, results revealed that safety behavior outside of work was only affected by perceived COVID-19 safety climate when employees were highly identified with their organization. Thus, organizational identification moderated the relationship between perceived COVID-19 safety climate and safety behavior outside of work, but it did not affect safety behavior within the workplace.

3.4.1 Theoretical and Practical Implications

Employees who perceived a higher COVID-19 safety climate at T1 were more likely to engage in safety measures at work at T2, confirming previous findings (Hubert et al., 2022). However, this relationship did not depend on how much employees identified with their organization. Albeit speculatively, this pattern of results might be due to the high salience of organizational norms during the waning of the pandemic, with persistent organizational measures still in play (e.g., video conferencing, use of disinfectants) and therefore, resulting in lower variance in workplace behavior. This could possibly diminish the impact of organizational identification on the relationship between COVID-19 safety climate and safety behavior within the workplace because preventive actions were already normative and monitored by the organization. In fact, our data support this interpretation by showing that workplace safety behavior exhibited lower variance and declined less between waves compared to safety behavior in individuals' non-work domain (see Table 6).

Regarding the relationship between COVID-19 safety climate at T1 and safety behavior in the non-work domain, we found that perceived COVID-19 safety climate was linked to non-work safety behavior, but only when accounting for organizational identification. As expected, strong organizational identification facilitated the spillover of organizational norms into individuals' non-

work domains. A heightened organizational identification may diminish the contrast between work and non-work identities, thereby increasing the likelihood that organizational norms spill over into employees' personal life due to a deeper internalization of those norms and values (Ashforth et al., 2000).

In summary, our findings in the non-work domain align with the social identity approach to organizational psychology (Haslam, 2012; Haslam et al., 2020; van Knippenberg et al., 2002). When employees strongly identify with their organization, they will be more likely to interpret their personal life in ways that reflect the organization's norms and values. As the literature on spill-over effects of organizational health climate to one's personal life is growing but remains limited (Hubert et al., 2022; Naveh & Katz-Navon, 2015; Roswag et al., 2023; Sonnentag & Pundt, 2016), our data support the social identity approach as a vital perspective for understanding how safety and health climate effects are transferred to the non-work domain. Consequently, our study represents a first attempt to bridge the gap between safety climate and social identity research, addressing calls for a deeper understanding of the boundary conditions of safety climate (Busse et al., 2017; Schneider et al., 2013). Our findings suggest that even when pandemic-related preventive behavior in the non-work domain was less monitored by external governmental control and when there was fatigue regarding COVID-19 safety policies (Agyapon-Ntra & McSharry, 2023), perceived safety climate still effectively promoted safety behaviors outside of work. However, these behaviors were significantly influenced by individual internalization processes which depend on a high level of employee identification.

From a practical perspective, it is essential to consider the broader social context in which a safety climate is established. Particularly in situations where other forms of social compliance are lacking, encouraging employees' identification with their organization can enhance the internalization of norms and values, thus serving as a vehicle to influence behavior in other domains of life. Hence, if organizations seek to create a more sustainable impact of safety climate on their employees' health behavior, they should focus on strengthening employees' identification. This can be achieved by fostering positive interactions with leaders (Steffens et al., 2014) and promoting a strong organizational image (Dutton et al., 1994).

3.4.2 Limitations and Directions for Future Research

One significant limitation of the present study is the absence of an objective measure of COVID-19 safety behavior. Considering that people often tend to overestimate their own safety behaviors during a pandemic (Mojzisch et al., 2022), incorporating an objective measure could strengthen the validity of our findings. However, acquiring such measures, especially in individuals' personal lives, presents challenges. We believe that any overestimation is likely a manifestation of the general better-than-average effect, introducing noise but not systematically affecting the relationships examined in the study.

Moreover, we focused on perceived climate, which refers to individual perceptions of organizational climate (James et al., 1978), rather than aggregated perceptions of the complete workforce of an organization. Kessler (2019) argued that individual perceptions provide better insights as they are not bound to strong assumptions. Furthermore, a review by Loh et al. (2019) found that shared and individual levels of health-related climate might differ in their functions, where psychological climate more strongly relates to an individual's motivation and behavior and shared climate more strongly relates to collective phenomenon in the organization, such as group behavior. However, for a broader generalization, future research should measure climate at the shared group level.

As another limitation, for both perceived COVID-19 safety climate and organizational identification, we investigated the organizational level. But previous research suggests that the group level of both safety climate (Zohar & Luria, 2005) and (team) identification (Häusser et al., 2020) could also potentially play an important role concerning how the effects of perceived organizational climate are shaped. Future research should investigate the group level of both perceived safety climate and identification to identify potential processes that emerge within this group level context.

Lastly, a limitation of our study is the volatile nature of the pandemic. In particular, public perceptions of COVID-19 measures may have significantly changed during different waves of our study. Therefore, our findings and methods (particularly the time lag between measurement waves) may not fully generalize to non-pandemic settings. Therefore, future research should replicate our results in various contexts with different facets of safety climate and different employee behaviors like pro-environmental climate (Hicklenton et al., 2019) or psychosocial safety climate (Dollard & Karasek, 2010).

3.4.3 Conclusion

This study reveals how perceived safety climate and organizational identification jointly predict employees' safety behavior both in the work and non-work domain. While perceived safety climate influences safety behavior at work, its impact on behavior in the non-work domain depended on employees' identification with their organization. The present research highlights the power of applying a social identity approach to safety climate research (Haslam et al., 2000; van Knippenberg et al., 2002). To maximize the long-term effectiveness of safety initiatives, organizations should cultivate a strong sense of identification among employees, ensuring that safety values are internalized.

4 Study 3

Examining the Underpinnings of Psychosocial Safety Climate in Organizations: A Crafting and Identity Perspective[3]

4.1 Introduction

Recent research on the impact of work environments on occupational health has identified psychosocial safety climate (PSC) at the workplace (Dollard & Karasek, 2010) as a vital factor for enhancing health and well-being. In particular, PSC – defined as "policies, practices and procedures that protect worker psychological health and safety" (Dollard & Karasek, 2010, p. 580) – has been connected with higher levels of job resources and personal resilience and shows a negative relation to burnout, bullying, verbal abuse, and the risk of injury (for an overview, see Amoadu et al., 2023).

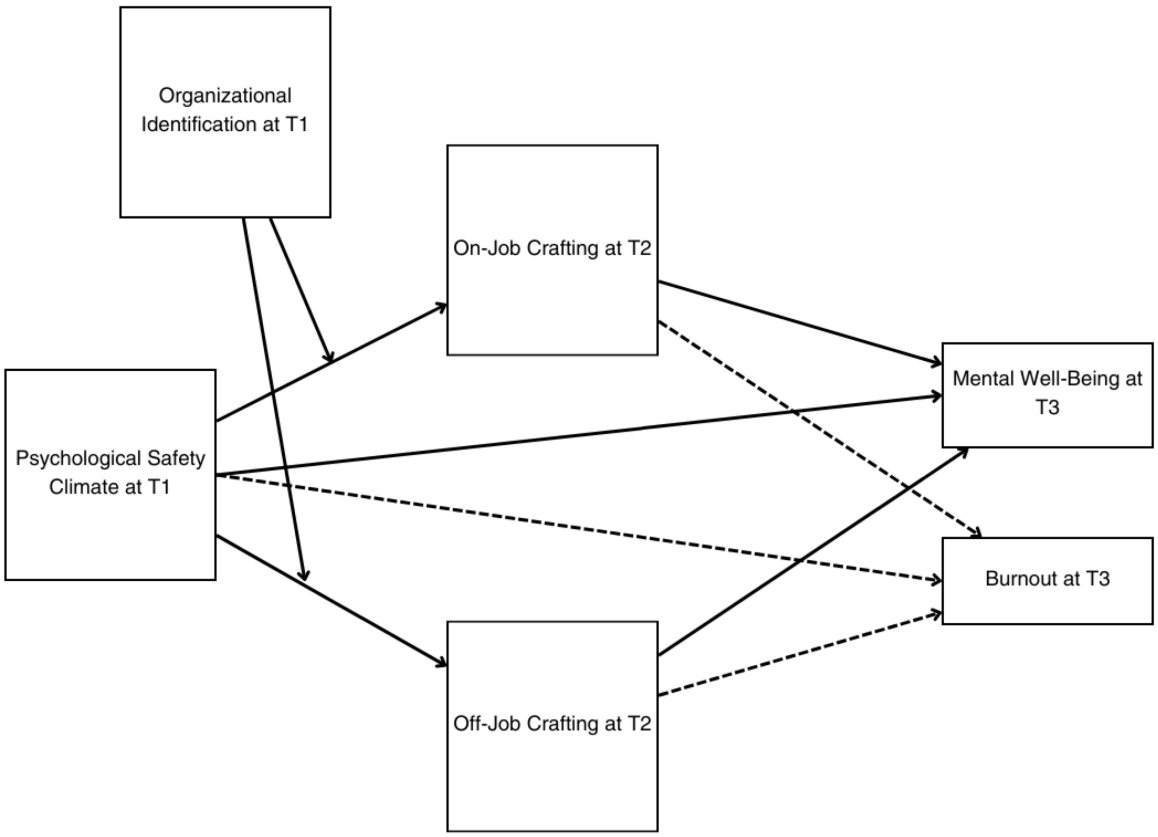
While there is mounting evidence for the beneficial effects of PSC, the underlying behavioral mechanisms are yet unclear. In contemporary organizational settings, PSC serves as a pivotal indicator that underscores the necessity of maintaining a balance between recovery, health, and performance. However, individual mental health cannot be achieved through a one-size fits all solution, and not only through organizational actions, but also depends on employees' individual behavior. PSC is an important antecedent of mental health, but for individual employees' health outcomes we need a sounder understanding of the pathways through which employees transform the perceived climate into specific actions. PSC has been argued to cherish proactive employee behaviors that are suited to maintain or improve their individual mental well-being (Dollard & Bakker, 2010). But what exactly do these proactive behaviors look like? A fruitful line of research for such proactive behaviors is on-job crafting and off-job crafting (de Bloom et al., 2020). Crafting behaviors entail proactive efforts by employees to improve their personal and professional situation (Berg et al., 2010). More specifically, crafting comprises self-initiated and voluntary actions of employees aiming at adapting their work situation (on-job crafting) but also their nonwork situation (off-job crafting) to their personal needs, abilities, and preferences to ultimately experience an increased fit with their jobs and better well-being (Tims et al., 2012; Wrzesniewski & Dutton, 2001). The key idea of the present paper is that PSC should trigger both on-job and off-job crafting as it should

[3]This study was coducted together with S.A. Hadi, A. Mojzisch, M. Roswag, and J. A. Häusser and is currently under review at the Journal of Occupational and Organizational Psychology

offer resources for crafting efforts and, moreover, give directions for crafting behavior as PSC could signify that healthy and sustainable workplaces are highly valued. Therefore, PSC could help employees to craft their lives in a way that better serves their personal needs and preferences. We thus hypothesized that PSC is positively related to on-job crafting and off-job crafting, which in turn is positively associated with well-being and negatively associated with burnout.

Moreover, the impact of an organizational climate for an individual might often depend on the transfer from the perceived climate to individual behavioral predictions (Beus et al., 2023). In particular, the degree to which an employee identifies with their organization should moderate the degree to which PSC leads to adaptive behaviors. 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 influenced when they strongly identify with a corresponding group or social entity, for example, their organization (Duderstadt et al., 2024; Hogg & Turner, 1987). Therefore, employees who have higher levels of organizational identification are more likely to adopt behaviors and attitudes they perceive to be typical within their organization (Lee et al., 2015). In the case of PSC, we argue that more strongly identified employees should be more inclined to show a behavioral reaction to the PSC of their organization. Our preregistered (https://osf.io/h5du8/?view_only=797eacb6d8e74b798d850fff46ffcadd) theoretical model is displayed in 5.

Figure 5: Hypothesized relationships between organizational and psychological constructs over three time points (t1, t2, t3). Dashed lines resemble negative relationships.



Our research makes several contributions to the literature. First, we contribute to the PSC literature by investigating crafting behavior as a potential mediating factor that transfers individual climate perceptions into health behavior. This helps to increase knowledge about the behavioral mechanisms underlying the effects of PSC on well-being. Thus, while we identify factors that can act as promoters of crafting, at the same time, we gain knowledge about the underlying mechanisms of the relationship between PSC and well-being. Second, we contribute to the literature on crafting by investigating the relationship between PSC and off-job crafting in particular. Lastly, we follow recommendations to investigate potential boundary conditions of organizational climate (Busse et al., 2017; Schneider et al., 2013) as we use organizational identification as a potential moderator for the effects of PSC on crafting. Here, we contribute to the sparse literature that investigates the interplay between organizational identification and organizational climate, but moreover highlight how individual climate perceptions through stronger identification could lead to more effective health behavior.

4.1.1 Theoretical Background: Psychosocial Safety Climate

PSC is a facet-specific dimension of organizational climate, focusing on the significance of employees' psychological health (Hall et al., 2010). It encompasses perceptions regarding an organization's policies and practices to protect their workers' psychological health and safety (Dollard & Karasek, 2010). As with any organizational climate, the level of PSC is largely determined by management practices (Loh et al., 2021). They signal to employees how important psychological health as a safety and health matter is to them by, for example, putting psychological health as a priority equal to production goals (Hall et al., 2010). An employee working in an organization with high levels of PSC would perceive that their psychological health is considered an important asset for the whole organization and that management actively supports, informs but also encourages behavior to improve psychological health.

A growing body of literature spanning different domains indicates that higher levels of PSC are beneficial for mental health and safety outcomes (Amoadu et al., 2023; Dollard et al., 2012; Garrick et al., 2014; Loh et al., 2018). Studies indicate that higher levels of PSC are 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).. Following previous research, we expect that higher levels of perceived PSC will lead to lower levels of burnout (Halbesleben & Demerouti, 2005) and higher levels of mental well-being, meaning the subjective experience of happiness and life satisfaction (Tennant et al., 2007).

Organizational climate, in general, is typically defined and measured as a shared construct (Schneider et al., 2013). However, there are also perspectives stating that while the individual perception can be influenced by the current situation or emotions, it can still hold crucial information (James & Jones, 1974) . Following a recent discussion on this topic (Kessler, 2019), we decided to measure PSC as a perceived climate, especially as we were interested in individual-level outcomes and individual-level mediators, including off-job behavior. We preregistered the following hypotheses for the present study:

H1a: PSC is positively related to mental well-being.

H1b: PSC is negatively related to burnout.

4.1.2 Psychosocial Safety Climate and Employee Behavior

The existing literature explores how PSC influences well-being through its interplay with working conditions and job characteristics. Nonetheless, by its very definition, organizational climate explicitly encompasses behaviors that are expected and rewarded within a given climate (Schneider et al., 2013). In the context of PSC, this means that the organization actively encourages employees to become involved in psychological safety and health matters. PSC should be an antecedent of specific behaviors associated with this goal (Hall et al., 2010). Yet, only a few studies link PSC to employee behavior. One study provides preliminary evidence that PSC and self-reported psychosocial safety behavior are positively related (Bronkhorst, 2015), but here safety behavior was defined relatively broadly and rather abstractly. Other research indicated that PSC moderated the effect of relaxation during the weekend on emotional exhaustion (Yulita et al., 2022) and the relationship between job control and mindfulness (Lawrie et al., 2018). Moreover, health related organizational climates such as PSC might not be limited to organizational boundaries but should also unfold their effects on behavior in the non-work domain (Hubert et al., 2022; Naveh & Katz-Navon, 2015; Sonnentag & Pundt, 2016). In particular, because health and well-being are multi-determined constructs, it requires a more holistic perspective expanding beyond the workplace. From a theoretical perspective, it seems plausible that the transfer of resources, behavior, and values from work to the non-work domain could influence non-work outcomes (Edwards & Rothbard, 2000; ten Brummelhuis & Bakker, 2012). However, this off-job perspective is not accounted for sufficiently in the PSC literature. In the present paper, we argue that the influence of PSC can also affect employees' non-work life.

4.1.3 A Crafting Behavior Perspective on the Relationship between Psychosocial Safety Climate and Well-Being

Due to the lack of research on the behavioral consequences of PSC at work and even more so in the non-work domain, we propose that job crafting is a crucial behavioral mechanism that explains why PSC is related to employee well-being. On-job crafting is defined as "the physical and cognitive changes individuals make in the task or relational boundaries of their work" (Wrzesniewski & Dutton, 2001, p. 179). Crucially, on-job crafting entails that employees take the initiative to alter their own tasks, behavior, and environment (Tims et al., 2012). To illustrate, employees

showing a high level of on-job crafting may actively ask for supervisor feedback or may ensure that their work is not emotionally intense. By contrast, off-job crafting is defined as "workers' proactive and self-initiated changes in their off-job lives" (Kujanpää et al., 2022, p. 2). This expands the crafting perspective to employees' non-work domain. This could mean that employees actively shape behavior in their leisure time to reach specific goals (here maintain well-being), for example, by engaging in specific recreation behaviors.

There has been extensive research on both on-job crafting and, more recently, off-job crafting and their positive effects on well-being (Robledo et al., 2019; Tims et al., 2013; Tušl et al., 2022). However, a review of the existing crafting literature underscores the need for a more integrative and holistic perspective on job crafting to fully comprehend for the motives, methods, and outcomes of crafting across various life domains (de Bloom et al., 2020). This approach posits goal-related needs as drivers of individual crafting efforts (Kujanpää et al., 2022) and emphasizes the role of people as active agents striving to maximize need satisfaction across multiple life domains (de Bloom et al., 2020). Moreover, they argue that crafting motives are influenced by contextual factors like organizational climate but also more individual factors like organizational identification (de Bloom et al., 2020). Hence, crafting can help employees to optimize their functioning across various identity domains, which in return affects workplace and non-work outcomes (e.g., work related well-being and broader life satisfaction). In this vein, PSC should underscore the relevance of psychological well-being and therefore should trigger corresponding crafting behavior.

Preliminary evidence for this idea comes from a study that found 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 individual crafting (Hu et al., 2022). However, in this study, the effects are still limited to the workplace and to more motivational rather than well-being outcomes. While there is evidence that PSC can to some degree influence behavior in the non-job domain (Lawrie et al., 2018; Yulita et al., 2022), to the best of our knowledge, no empirical study has examined the relationship between PSC and off-job crafting. Thus, given the multi-determined and complex nature of well-being, we argue that both on-job crafting and off-job crafting should be considered to explain how PSC affects employee behavior.

In line with this reasoning, we preregistered the following hypotheses:

H2: PSC is positively related to on-job crafting.

H3: PSC is positively related to off-job crafting.

Moreover, given the positive effects of on-job and off-job crafting on well-being and the negative effects of on-job and off-job crafting on burnout (Robledo et al., 2019; Tims et al., 2013; Tušl et al., 2022), we further propose an indirect effect of PSC on well-being and burnout via on-job and off-job crafting. Hence, we preregistered the following hypotheses:

H4a: The effect of PSC on mental well-being is mediated through on-job crafting.

H4b: The effect of PSC on burnout is mediated through on-job crafting.

H5a: The effect of PSC on mental well-being is mediated through off-job crafting.

H5b: The effect of PSC on burnout is mediated through off-job crafting.

4.1.4 The Moderating Role of Organizational Identification

Previous research has indicated that the effects of organizational climate can substantially differ between employees (Kuenzi & Schminke, 2009; Schneider et al., 2013). As organizational climate does not occur in a psychosocial vacuum, other psycho-social organizational variables should also moderate the effects of organizational climate on an individual level. A framework to understand and examine the effects of organizational identification is the social identity approach (Haslam, 2012; van Knippenberg et al., 2002) which comprises social identity theory (Tajfel & Turner, 1979) and self-categorization theory (Turner, 1985). Social identity can be 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). Thus, once people share a group membership, they strive and behave in line with it (Haslam et al., 2009). A core idea of the social identity approach to organizational psychology is that when employees identify with their organization, the organization becomes an important part of their self-concept (Ashforth et al., 2008). In line with this notion, a common finding in the literature is that individuals who have higher levels of organizational identification are more likely to adapt behaviors and attitudes from their organization (Lee et al., 2015; van Dick et al., 2008). Furthermore, perceived values and norms become more relevant and more likely to guide behavior when group membership is a vital component of one's self-definition (Duderstadt et al., 2024; Terry & Hogg, 1996). Therefore, a stronger organizational identification should also enhance the relevance of organizational climate, by adopting attitudes and values through internalization

processes (Ashforth et al., 2000; Kaluza et al., 2020).

In the case of PSC, highly identified employees should be more attentive and receptive to actions, information, and support by their management, enhancing the probability that PSC and expected behavior will be internalized and therefore more strongly shape crafting motives. Moreover, if levels of organizational identification are higher, the expected involvement and behavior that is signaled through PSC should result in stronger individual crafting behavior because work and personal identity are less distinctive from each other, compared to lower identified individuals (Ashforth et al., 2000). We therefore preregistered 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.

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.

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.

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.

4.2 Method

4.2.1 Sample and Procedure

The study was preregistered on OSF. We conducted a survey with three waves and time lags of five weeks between measurements through an international panel provider (Prolific.com). Participants were pre-screened 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 preregistered, we initially invited 400 participants to start (based on an expected attrition rate of about 25 percent over all waves of measurement). In fact, 308 participants took part in all three waves of our study.

As a first step of analysis, we excluded participants who either failed attention checks or were

extremely fast (meaning the respondent had completed a page twice as fast as the mean response time), a procedure which is recommended for online questionnaires (Leiner, 2019). Moreover, based on our preregistered inclusion criteria, we had to exclude 19 individuals from our final sample because they indicated they were self-employed. The final sample consisted of 266 participants and included 91 females, 169 males, and 6 individuals who identified themselves as "other". Mean age of participants was $M_{age} = 41.06$ ($SD = 11.62$). Participants worked for an average of 40.19 hours ($SD = 6.84$) and indicated working on 5.03 days ($SD = 0.62$) per week. Sixty-seven participants (25.19%) worked in "blue-collar" jobs, 180 participants (67.67%) worked in "white-collar" jobs, and 19 participants (7.14%) in the healthcare sector.

All constructs were measured at all three waves (demographic variables were only assessed at T1). Participants received £3.8 (≈ $4.79) for their participation in all three measurement points. Participants gave informed consent, and the study received ethical approval by the local IRB.

4.2.2 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", ω = .97).

On-Job Crafting On-job crafting was assessed with a 21-item scale (Tims et al., 2013). 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", ω = .74).

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", ω = .94).

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"; ω = .95).

Burnout Burnout was assessed using the English translation of the Oldenburg-Burnout Inventory (OLBI) (Halbesleben & Demerouti, 2005). The OLBI consists of two dimensions, "disengagement" and "emotional exhaustion". The two dimensions were measured with eight items each, on a five-point scale (1 = "strongly disagree", 5 = "strongly agree", sample item for emotional exhaustion: "During my work, I often feel emotionally drained", ω = .92, sample item for disengagement: "I find my work to be a positive challenge", ω = .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). Mental well-being was assessed in retrospective for the last two 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.", ω = .96).

4.2.3 Statistical Analysis

For our analysis, we used R (R Core Team, 2020), lavaan (Rosseel, 2012), and the semTools package (Jorgensen et al., 2022) to conduct further analyses. For our moderation analysis, we calculated the interaction term between PSC and organizational identification as it is recommended for structural equation modelling (Marsh et al., 2004). Furthermore, we used an overall model which included all our relevant variables and interactions to calculate our results. Our estimators and confidence intervals were bootstrapped with 5,000 replications.

A significant chi-square difference was observed between a CFA model using both dimensions of burnout separately (df = 103, AIC = 8665.9, BIC = 8841.5, χ^2 = 572.03) and a CFA model using an overall score (df = 104, AIC = 8723.4, BIC = 8895.5, χ^2 = 631.53), $\Delta\chi^2(1) = 59.504$, p<.001, $RMSEA$ = 0.46898. This significant difference indicates that the model using two separated dimensions provides a better fit to the data compared to the overall model. We therefore decided to include

disengagement and emotional exhaustion as separate outcome variables in our model.

4.3 Results

Mean, standard deviations, and correlations between all variables are displayed in Table 8. Our results revealed that PSC at T1 was positively related to overall mental well-being at T3 ($b = 0.33$, $SE = 0.06$, $p < .001$, 95%-CI $[0.20, 0.45]$) and moreover negatively related to emotional exhaustion at T3 ($b = -0.47$, $SE = 0.06$, $p < .001$, 95%-CI $[-0.59, -0.35]$) as well as disengagement at T3 ($b = -0.44$, $SE = 0.06$, $p < .001$, 95%-CI $[-0.57, -0.32]$), confirming Hypothesis 1a and Hypothesis 1b. Moreover, PSC at T1 was positively related to both on-job crafting at T2 ($b = 0.32$, $SE = 0.06$, $p < .001$, 95%-CI $[0.20, 0.44]$) and off-job crafting at T2 ($b = 0.22$, $SE = 0.09$, $p = .01$, 95%-CI $[0.04, 0.37]$), thereby confirming Hypothesis 2 and 3.

Table 8: Means, standard deviations, and correlations with confidence intervals

Variable	M	SD	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	0.63	.58** [.49, .65]	.60** [.52, .67]				
4. Off-Job Crafting at T3	3.85	0.70	.17** [.05, .29]	.08 [-.04, .20]	.20** [.08, .32]			
5. Emotional Exhaustion at T3	2.25	0.70	-.56** [-.63, -.47]	-.59** [-.66, -.51]	-.40** [-.50, -.29]	-.29** [-.40, -.18]		
6. Disengagement at T3	2.36	0.71	-.61** [-.68, -.52]	-.76** [-.81, -.70]	-.54** [-.62, -.45]	-.13* [-.25, -.01]	.82** [.77, .85]	
7. Mental Well-Being at T3	3.55	0.87	.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 $p < .01$.

We next analyzed whether crafting mediated the relationship between PSC, emotional exhaustion, and mental well-being. On-job crafting was positively related to mental well-being ($b = 0.16$, $SE = 0.07$, $p = .028$, 95%-CI $[0.02, 0.30]$), disengagement ($b = -0.28$, $SE = 0.07$, $p < .001$, 95%-CI $[-0.41, -0.16]$), but not related to emotional exhaustion ($b = -0.09$, $SE = 0.07$, $p = .17$, 95%-CI $[-0.23, 0.04]$). Consequently, on-job crafting mediated the relationship between PSC and mental well-being ($b = 0.05$, $SE = 0.03$, $p = .047$, 95%-CI $[0.01, 0.11]$), between PSC and disengagement ($b = -0.09$, $SE = 0.02$, $p < .001$, 95%-CI $[-0.14, -0.05]$), but not between PSC and emotional exhaustion ($b = -0.03$, $SE = 0.02$, $p = .19$, 95%-CI $[-0.08, 0.01]$). Thus, Hypothesis 4a is confirmed, while Hypothesis 4b has to be partially rejected. Moreover, off-job crafting was positively related to mental well-being ($b = 0.35$, $SE = 0.06$, $p < .001$, 95%-CI $[0.23, 0.46]$) and negatively to emotional exhaustion ($b = -0.19$, $SE = 0.06$, $p < .001$, 95%-CI $[-0.30, -0.09]$), but

was not related to disengagement ($b = 0.00$, $SE = 0.06$, $p = .94$, 95%-CI $[-0.01, 0.01]$). Consequently, off-job crafting mediated the relationship between PSC and mental well-being ($b = 0.08$, $SE = 0.03$, $p = .02$, 95%-CI $[0.01, 0.14]$), and the relationship between PSC and emotional exhaustion ($b = -0.04$, $SE = 0.02$, $p = .02$, 95%-CI $[-0.09, -0.01]$), but did not for the relationship between PSC and disengagement ($b = 0.00$, $SE = 0.01$, $p = .94$, 95%-CI $[-0.02, 0.03]$), therefore confirming Hypothesis 5a but only partially Hypothesis 5b.

In a final step, we analyzed whether organizational identification at T1 acts as a first-stage moderator of the mediations. Results revealed that organizational identification did not moderate the indirect effects of PSC via on-job crafting on mental well-being ($b = 0.01$, $SE = 0.01$, $p = .63$, 95%-CI $[-0.02, 0.02]$), nor emotional exhaustion ($b = -0.00$, $SE = 0.01$, $p = .63$, 95%-CI $[-0.02, 0.01]$), nor disengagement ($b = -0.01$, $SE = 0.02$, $p = .64$, 95%-CI $[-0.04, 0.03]$). Therefore, Hypotheses 6a and 6b have to be rejected. Moreover, the results revealed that organizational identification moderated the indirect effects from PSC on mental well-being via off-job crafting ($b = 0.05$, $SE = 0.02$, $p = .02$, 95%-CI $[0.01, 0.10]$) and from PSC on emotional exhaustion via off-job crafting ($b = -0.03$, $SE = 0.01$, $p = .03$, 95%-CI $[-0.06, -0.004]$), but not on disengagement via off-job crafting ($b = 0.00$, $SE = 0.01$, $p = .94$, 95%-CI $[-0.02, 0.02]$), thereby confirming Hypothesis 7a and – partially – 7b. All results are displayed in Table 9.

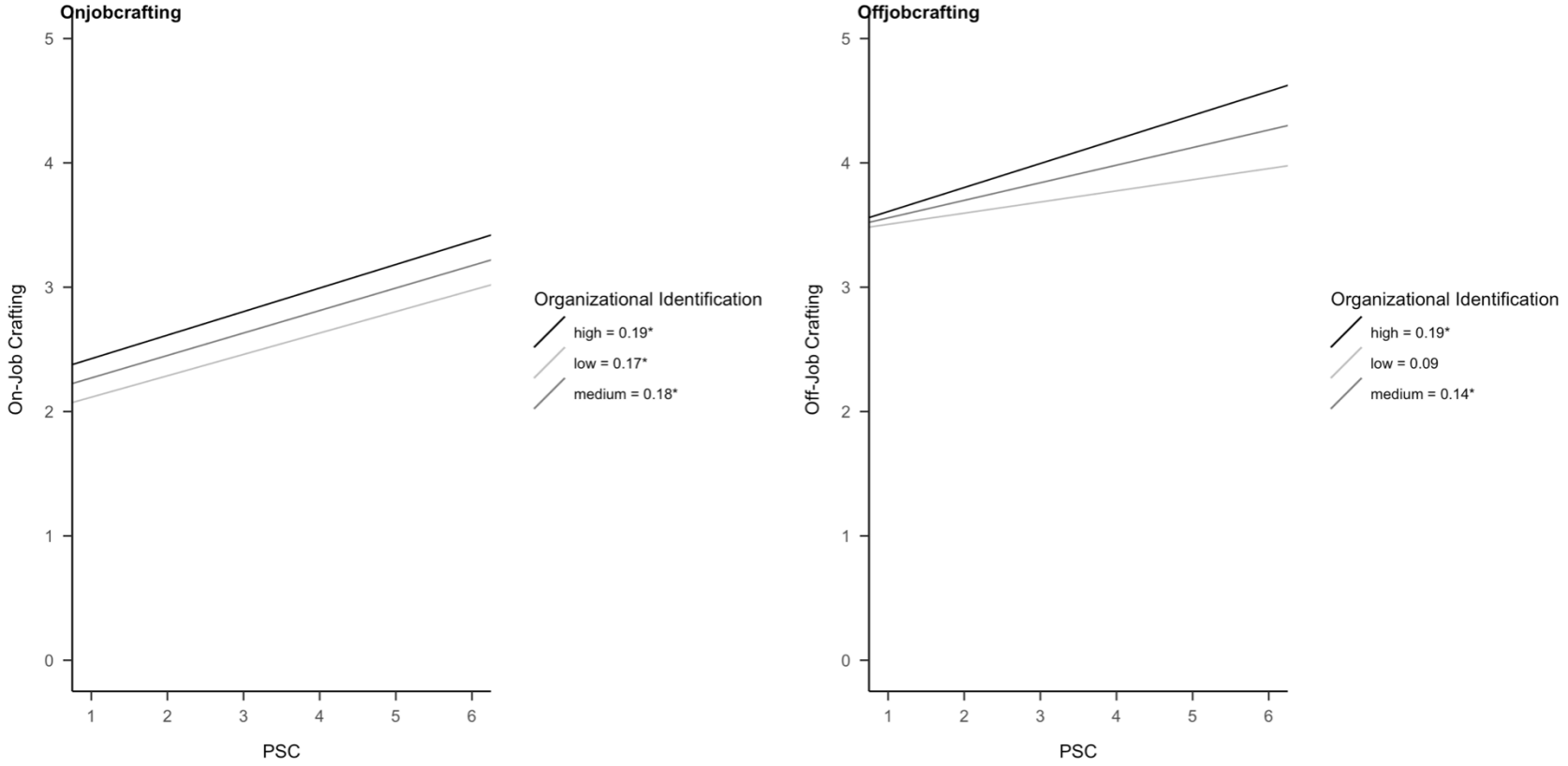
Table 9: Estimated path coefficients for the proposed structural equations model.

Path		Label	Estimate	SE	p	Boot CI Lower	Boot CI Upper	Boot SE
Mental Well-Being at T3	←PSC at T1	c1	0.33	0.06	0.00	0.20	0.45	0.06
Emotional Exhaustion at T3	←PSC at T1	c2	-0.47	0.06	0.00	-0.59	-0.34	0.06
Disengagement at T3	←PSC at T1	c3	-0.44	0.06	0.00	-0.56	-0.31	0.07
On-Job Crafting at T2								
On-Job Crafting at T2	←PSC at T1	a11	0.32	0.06	0.00	0.20	0.44	0.06
On-Job Crafting at T2	←Organizational Identification at T1	a12	0.40	0.07	0.00	0.26	0.53	0.07
On-Job Crafting at T2	←PSC at T1* Organizational Identification at T1	a13	0.03	0.06	0.65	-0.09	0.16	0.06
Mental Well-Being at T3	←On-Job Crafting at T2	b11	0.16	0.07	0.03	0.02	0.30	0.07
Emotional Exhaustion at T3	←On-Job Crafting at T2	b12	-0.09	0.07	0.17	-0.23	0.04	0.07
Disengagement at T3	←On-Job Crafting at T2	b13	-0.28	0.07	0.00	-0.41	-0.16	0.07
Indirect Effect_h4a			0.05	0.03	0.05	0.01	0.11	0.03
Indirect Effect_h4b_ex			-0.03	0.02	0.19	-0.08	0.01	0.02
Indirect Effect_h4b_di			-0.09	0.02	0.00	-0.14	-0.05	0.03
Indirect Effect_h6a			0.01	0.01	0.48	-0.02	0.02	0.01
Indirect Effect_h6b_ex			0.00	0.01	0.63	-0.02	0.01	0.01
Indirect Effect_h6b_di			-0.01	0.02	0.64	-0.04	0.03	0.02
Total Effect PSC + On-Job Crafting Mental Well-Being			0.39	0.06	0.00	0.27	0.50	0.06
Total Effect PSC + On-Job Crafting Emotional Exhaustion			-0.51	0.05	0.00	-0.61	-0.40	0.05
Total Effect PSC + On-Job Crafting Disengagement			-0.53	0.05	0.00	-0.63	-0.42	0.05
Off-Job Crafting at T2								
Off-Job Crafting at T2	←PSC at T1	a21	0.22	0.09	0.01	0.04	0.38	0.09
Off-Job Crafting at T2	←Organizational Identification at T1	a22	0.00	0.09	0.99	-0.17	0.18	0.09
Off-Job Crafting at T2	←PSC at T1* Organizational Identification at T1	a23	0.16	0.07	0.02	0.02	0.28	0.07
Mental Well-Being at T3	←Off-Job Crafting at T2	b21	0.35	0.06	0.00	0.23	0.46	0.06
Emotional Exhaustion at T3	←Off-Job Crafting at T2	b22	-0.19	0.06	0.00	-0.30	-0.09	0.06
Disengagement at T3	←Off-Job Crafting at T2	b23	0.00	0.05	0.94	-0.01	0.01	0.05
Indirect Effect_h5a			0.08	0.03	0.02	0.01	0.14	0.03
Indirect Effect_h5b_ex			-0.04	0.02	0.02	-0.09	-0.01	0.02
Indirect Effect_h5b_di			-0.00	0.01	0.94	-0.02	0.03	0.01
Indirect Effect_h7a			0.05	0.02	0.02	0.01	0.10	0.02
Indirect Effect_h7b_ex			-0.03	0.01	0.03	-0.06	0.00	0.01
Indirect Effect_h7b_di			0.00	0.01	0.94	-0.02	0.02	0.01
Total Effect PSC + Off-Job Crafting Mental Well-Being			0.42	0.06	0.00	0.29	0.53	0.06
Total Effect PSC + Off-Job Crafting Emotional Exhaustion			-0.52	0.06	0.00	-0.63	-0.40	0.06
Total Effect PSC + Off-Job Crafting Disengagement			-0.51	0.06	0.00	-0.61	-0.39	0.06

Note. The moderator variable was mean centered.

Following up on this finding, we used a simple slope analysis to distinguish between low-, medium-, and high-identified employees. The positive relationship between perceived PSC and Off-Job Crafting was significant and most pronounced for high-identified employees ($b = 0.19$, $p = .002$, 95%-CI $[0.07, 0.32]$). Medium-identified employees also showed a positive, but weaker relationship ($b = 0.14$, $p = .01$, 95%-CI $[0.03, 0.25]$). By contrast, no significant relationship was found for low-identified ($b = 0.01$, $p = .13$, 95%-CI $[-0.03, 0.2]$) employees. Results are displayed in Figure 6.

Figure 6: Results of simple slope analysis depicting the effect of different levels of organizational identification on the relationship between perceived psychosocial climate and crafting.



Note. The moderator variable was mean centered.

4.4 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, the psychological underpinnings and individual pathways of these effects are widely unclear. To deepen the understanding of how and when PSC unfolds its effects, we integrated PSC with a crafting and identity perspective.

The results of our preregistered three-wave study confirmed that PSC is associated with increased overall mental well-being and decreased levels of burnout. As predicted, we also found that PSC is positively related to both, on-job and off-job crafting. In our mediation analyses, we observed that PSC was positively related to on-job crafting and that these effects extended to mental well-being, and partially to burnout (only for disengagement). Furthermore, off-job crafting proved to be a significant mediator for the relationship between PSC and mental well-being, and partially for burnout (only for emotional exhaustion). 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 off-job crafting on mental well-being and emotional exhaustion. In particular, the strength of the relationship between PSC and off-job crafting, and consequently, its impact on well-being and exhaustion, was found to be more pronounced among employees with higher levels of organizational identification.

4.4.1 Theoretical Implications

The present study aimed to shed light on the underpinnings of PSC in organizations. Our results are in line with a large body of research underlining the positive relationship between PSC and well-being and the negative relationship between PSC and burnout (Amoadu et al., 2023; Dollard et al., 2017; Parkin et al., 2023). Adopting a crafting perspective on PSC, our results suggest that associations of PSC and employee well-being are driven by on- and off-job crafting. Our study thereby shows first evidence for a link between PSC and off-job crafting. Thus, our results indicate a positive effect of PSC beyond organizational boundaries and emphasize the impact of organizational climate on non-work life (by affecting crafting outside the job). Here, our research contributes to a sounder understanding of how PSC is linked to individual employee behavior that, in turn, could explain how PSC affects well-being. More specifically, our study is the first to show that PSC can

trigger proactive well-being-promoting behavior outside the organization's physical boundaries.

On-job crafting did not mediate the relationship between PSC and emotional exhaustion, but did for disengagement. Conversely, off-job crafting mediated the relationship between PSC and emotional exhaustion, but not for disengagement. Hence, the relationship between PSC and burnout through crafting might be more complex than initially hypothesized, suggesting distinct pathways for disengagement versus emotional exhaustion. While on-job crafting accounts for the motivational well-being consequences (reduced disengagement), off-job crafting accounts for the emotional consequences of PSC (reduced emotional exhaustion). In the JDR model, it has been argued that emotional exhaustion is primarily linked to job demands and disengagement is primarily linked to job resources (Demerouti et al., 2001). Hence, PSC might provide job resources through on-job crafting while reducing the negative impact of job demands through improved recovery due to off-job crafting. Our results are also supported by previous research that found consequences of on-job crafting for work motivation (Hu et al., 2022). Although this is the first study to investigate the connection between PSC, off-job crafting and burnout, our results suggest that PSC has an impact beyond the workplace and this impact might be especially important to decrease emotional exhaustion.

Regarding (positive) mental well-being, both on-job crafting and off-job crafting turned out to mediate its relationship with PSC. As the WEMWBS scale represents a relatively broad measure of hedonistic well-being (Tennant et al., 2007), the previously discussed distinction between motivational and affective components might not be as nuanced. The somewhat stronger mediation of off-job crafting for the relationship between PSC and mental well-being (in comparison to on-job crafting as a mediator) could indicate that if a person shows off-job crafting, the related behavior is more deeply rooted into their personal routines and in line with their personal needs. Therefore, especially off-job crafting could be considered a vital pathway through which PSC can influence emotional exhaustion and mental well-being. Our results highlight crafting as a potential behavioral pathway that transforms perceived PSC into well-being.

Finally, we investigated organizational identification as a potential moderator of the relationship between PSC and on-job and off-job crafting. Our tests of moderated mediation indicate that organizational identification did not moderate the relationship between PSC and on-job crafting, but did for the relationship between PSC and off-job crafting (with downstream consequences on

mental well-being and emotional exhaustion). Although these results are not fully in line with our hypothesized (and preregistered) relationships, they emphasize that higher levels of identification might be especially effective when transferring the effects of organizational climate to non-work life. Thus, especially in the non-work setting, due to the absence of work-related cues of PSC, the activation of organizational norms should be more dependent on the internalization of PSC through identification. Thus, identification should lead to a stronger internalization and perception of PSC and a higher similarity between identity domains (Ashforth et al., 2000). In conclusion, our results suggest that organizational identification might be an important boundary condition for the beneficial consequences of PSC, particularly when considering the impact of PSC on the non-work domain of employees. Impacting employees' behavior through organizational climate is of particular importance when the target behavior is not bound to the work context and when such behavior is most beneficial when carried out in different life domains, for example, PSC (Dollard & Bakker, 2010), health behavior, such as physical activity or eating (Sonnentag & Pundt, 2016), or organizational climates addressing prevention of infectious diseases (Hubert et al., 2022).

4.4.2 Practical Implications

Our results offer several practical implications. Foremost, enhancing PSC in the organization seems to be an overall important factor for promoting both on-job and off-job crafting. Our results suggest that organizational health practitioners should be encouraged to think beyond organizational boundaries, as especially off-job crafting mediated the effects of PSC on emotional exhaustion. Therefore, it is not only important to provide resources for employees to engage in on-job crafting, but also 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 aim at cultivating a strong sense of identification among employees to extend the effects of PSC into employees' non-work lives. This could involve reinforcing shared values and fostering a sense of belonging within the organization.

4.4.3 Limitations and Directions for Future Research

One limitation of this study that should be addressed in further research is that we did not assess actual (observable) crafting behavior. For a more profound understanding of how such behavior unfolds more incident-based measures like diary studies would be a fruitful strategy. However, a review on 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 behavior might provide further insights into specific actions carried out in response to PSC. Moreover, a recent study highlights 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 as well. 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 of how PSC can lead to more crafting behavior. Here, both scientists and practitioners could gain more insights into what kind of interventions would be especially effective to promote off-job crafting behavior.

4.4.4 Conclusion

The present study examined the interplay between PSC, on-job and off-job crafting, and organizational identification in predicting well-being. We showed that PSC has the potential to foster on-job and off-job crafting, suggesting that a mental health-supportive workplace climate facilitates employees' efforts to proactively shape their work roles and enhances proactive behavior in the non-work domain. More generally, our study broadens our understanding on the role of off-job crafting and PSC. Additionally, especially crafting behavior in the non-work domain is an understudied mechanism underlying the relationship between PSC and well-being. Moreover, organizational identification emerged as a significant moderator, with higher levels of identification being associated with a stronger relationship between PSC and off-job crafting. These findings underscore the role of organizational identification in enabling the transfer of organizational climate into non-work life.

5 General Discussion

This dissertation aimed at combining several streams of research in organizational psychology to empirically test ”How?” and ”When?” employees' perception of an organization's health and safety climate leads to the individual health outcomes of employees. Although organizational climate as a representation of the social context of employees is a vital variable in protecting employee health, understanding the mechanisms and boundaries through which the perception of an organization's health and safety climate contributes to employee health becomes essential. Therefore, in three empirical studies, I explored the mechanisms and boundaries that improve our understanding of how health and safety climate affects individual employee health. I developed a novel measure of an organization's safety climate aimed at preventing the spread of infectious diseases among employees, termed the Organizational Climate for Infectious Disease (OCID). OCID was not only predictive of adherence to COVID-19 guidelines within the workplace setting, but also exerted a positive influence on adherence to these guidelines in the non-work domain. Moreover, the relationship between OCID and non-work behavior was mediated by work behavior. The second study sought to generalize the findings of the first study to the pandemic's fade-out phase. Although OCID was predictive of COVID-19 safety behavior related to work, it was not for non-work behavior. More significantly, this study introduced organizational identification as a potential moderator in the relationship between OCID and both work and non-work behaviors. Higher levels of organizational identification moderated the relationship between OCID and non-work behavior, but did not significantly affect the relationship between OCID and work-related COVID-19 safety behavior. In the third study, I further explored the interaction between organizational climate, behavior, and organizational identification. Using the well-established Psychosocial Safety Climate (PSC) measure, I found that both on-job and off-job crafting mediated the relationship between PSC and psychological health. Furthermore, this study reinforced the finding that higher levels of organizational identification led to a stronger association between PSC and off-job crafting and therefore non-work behavior. The third study also generalized the results of studies 1 and 2 to another climate domain and psychological health.

5.1 Theoretical Contributions

Throughout the next sections, I want to integrate my findings with previous literature and discuss implications for our understanding of the effects of organizational climate and organizational identification on behavior. As my proposed mechanisms were tested with two different types of climates, I followed the call from previous research to investigate and test domain-independent mechanisms and boundaries of organizational climate (Beus et al., 2023).

5.1.1 The Relevance of Organizational Health and Safety Climates

Although my dissertation focuses mainly on moderating and mediating effects (see discussion below), it is important to note that both perceived organizational health and safety climates showed substantial effects on employees' individual health outcomes. OCID was developed as a new measure of organizational safety climate (Zohar & Luria, 2005) to prevent infectious diseases. PSC was used as an already established climate measure to generalize the findings related to OCID to another climate domain. My results indicate that OCID can significantly influence individual behavior during a pandemic, confirming previous research on safety climate (Clarke, 2006; Griffin & Curcuruto, 2016; Zohar, 2010). Furthermore, my results indicated that OCID was predictive of health behavior when governmental measures stopped. Consequently, the impact of organizational climate was tested in unique and conservative settings. Since OCID demonstrated effects despite the presence of other measures, but also when those public measures ceased, it is evident that perceived organizational climate can play a substantial role in mitigating the spread of infectious diseases. Further research suggested that OCID also predicts employee vaccine readiness (Roswag et al., 2023). Therefore, OCID could even be beneficial in promoting other health measures that are not even directly related to the organization. This could be especially important, as there is an observable decline in trust in governments (Citrin & Stoker, 2018; Foa & Mounk, 2016). In addition, two similar measures were developed by other research groups during the pandemic, which largely confirmed our results (Huang et al., 2024; Probst et al., 2021). These studies further improve our understanding by showing that infection-safety climates can positively impact mental health and presenteeism. As infectious diseases are likely to become more frequent in the future (Bloom et al., 2017), these results suggest that OCID represents a valuable organizational climate measure for pandemics and jobs where infection protection is essential. Furthermore, my results indicate that PSC is positively

related to individual psychological health of employees, which confirms previous research on PSC (Amoadu et al., 2023; Dollard & Bakker, 2010; Loh et al., 2019). These results indicate that an organization can have a positive impact not only on the physical health of its employees but also on their psychological health. Taken together, these findings confirm my assumptions that individual employees' perceptions of their organization's health and safety climate are an important precursor to their individual health and health behavior. In today's dynamic and complex world (Parker & Grote, 2022), organizations can emerge as a central health factor, as they can provide a social context that guides and supports the physical and psychological health of employees.

5.1.2 The Role of Concrete Health Behavior

My results indicate that the perceived organizational climate influenced the concrete behavioral intentions of individual health. Such reported behavior is frequently used in safety climate literature (Clarke, 2006; Griffin & Curcuruto, 2016). However, when reviewing previous research, it becomes evident that one has to distinguish between safety climate and other health climate literature when it comes to the degree of concrete individual behavior that is investigated. Safety climate often names more concrete behavioral outcomes such as wearing a helmet or safety activities (Clarke, 2006), while other health climates remain more vague or do not investigate concrete health behavior at all (Loh et al., 2019). It is reasonable that concrete health behavior for physical but especially psychological health is more individual and less a "one size fits it all" solution (Dreison et al., 2018). Research on organizational health climate, especially concerning psychological health, must incorporate more concrete measures of individual behavior to better understand how perceptions of climate are translated into individual psychological health outcomes. This is because the promotion of concrete health behavior appears to be effective in promoting health on the job (Sonnentag et al., 2023). Here, my research contributes to the sparse literature on such concrete individual mechanisms. As both on-job and off-job crafting mediated the relationship from climate to psychological well-being, this indicates that they are a fruitful behavioral link for future health climate research. To my knowledge, this is the first time that such concrete individual behavior mechanisms have been explored regarding PSC research. My results indicate that both on-job and off-job crafting were a strong mechanism that explained how the perception of the social context transferred to employees' psychological health. Therefore, including a behavioral mechanism in cli-

mate research unveiled a domain- and climate theory-independent mechanism (Beus et al., 2023) to better understand how organizational climate leads to employee health. Therefore, I could confirm my assumptions that through the incorporation of concrete behavioral variables, we could better understand the mechanisms that lead from individual perceptions of an organizations' health climate to individual employees' psychological health.

5.1.3 The Potential of the Non-Work Domain for Organizational Health Climate Research

Furthermore, this dissertation extensively investigates the role of the non-work domain as an important mechanism for the effects of perceived organizational health and safety climate. Despite some exceptions (Hicklenton et al., 2019; Naveh & Katz-Navon, 2015; Sonnentag & Pundt, 2016; Wu et al., 2017), the non-work domain and non-work behaviors related to health are significantly underrepresented in the organizational climate literature. Especially in terms of psychological health. My findings suggest that the non-work domain can play a crucial role in understanding how individual climate perceptions transfer to individual health via non-work health behavior. Using a non-work perspective helps to understand the influence the perceived organizational climate can have beyond organizational boundaries. Those results also align with the literature from other non-work research streams. Previous research emphasized the interplay between work and family dynamics, especially regarding employee health (Allen & French, 2023; Sonnentag et al., 2023) and reduction of work-family conflict (Mansour & Tremblay, 2018). Together, these results underscore that when employees perceive a health climate within organizations, it can affect employee health beyond the workplace. Therefore, when studying organizational health and safety climate, researchers should measure the transfer of relevant behavior into the non-work domain. Measurement of non-work behavior could serve as an indicator of how strongly perceived management actions and expected rewarded behaviors are internalized (Edwards & Rothbard, 2000). Other research strongly suggests that both physical and mental health are shaped by work and non-work factors (Fritz et al., 2010; Greenhaus & Powell, 2006; Häusser & Mojzisch, 2017). This underlines how important this non-work perspective is for organizational health climate research to better estimate and evaluate the results of the climate effects. I see great potential in investigating the interplay of both domains to further enhance employee well-being and our understanding of the effects of organizational health

and safety climates. My results confirm my assumptions that a non-work perspective can deepen our understanding of the impact of organizational health and safety climate on employees' physical and psychological health.

5.1.4 The Role of Organizational Identification in Organizational Climate Research

Lastly, I want to discuss the findings regarding the interaction between perceived organizational climate and organizational identification. Incorporating organizational identification as a moderator in the research on health and safety climate provided a more profound understanding of how the organizations' climate may affect individual employee's health. My results indicate that higher levels of organizational identification were associated with stronger effects of perceived organizational health climate on individual health and health behavior in the non-work domain. To the best of my knowledge, this relationship has not been previously explored, suggesting that organizational identification might be an important mechanism for the spill-over between health and safety climate to non-work behavior. These results align with previous literature, suggesting that employees with greater organizational identification are more likely to exhibit behaviors and attitudes consistent with their organization's norms, especially when there is minimal contrast between role identities (Ashforth et al., 2000; Lee et al., 2015; van Dick et al., 2008). This increases the likelihood of behavioral script transfer (Edwards & Rothbard, 2000) from the work to the non-work domain (e.g., regular hand-washing or mental health routines in the workplace increases the same behavior in the non-work domain). Consequently, these findings support existing theories of organizational identification, while also providing important implications for research on organizational climate. When it is beneficial for organizational climate effects to influence employees' non-work life, organizational identification emerges as a critical boundary condition (Busse et al., 2017) in this transfer. Therefore, both climate scholars and practitioners should consider organizational identification as a key variable in understanding when individual health and safety climate perceptions at work influence non-work health behavior, encompassing both physical and psychological health.

Contrary to my expectations, I did not find moderating effects of organizational identification on the relationship between perceived organizational climate and individual behavior at work in both Study 2 and Study 3. As I studied facet-specific health climates in organizations, it is important to note that such climates resemble specific priorities of the organizations that employees must

align with (Schneider et al., 2013). Thus, in terms of workplace behavior, employees likely follow their perception of the facet-specific organizational climate as a guide for their workplace priorities. Hence, it is plausible that although both climate and identification covariate, the effects of perceived organizational climate on employee behavior at the workplace exhibited a strong situational strength (Meyer et al., 2010), therefore masking the moderating effects of individual organizational identification. Additionally, behavioral cues are constantly displayed at work (posters, interactions, events), but not in the non-work domain. Consequently, this could explain why the interactive effect of perceived organizational climate and organizational identification was not found in the workplace. However, it was important when health behavior was shown in the non-work domain. In this non-work social context, displayed behavior cues were not available, hence, internalization of the social context at work through identification was vital.

Interestingly, both organizational climate and organizational identification were highly correlated in both studies. This raises the question of how these constructs are distinct from each other. It has been theorized that when organizational climate aligns with the identities of the employees, there is likely to be strong overlap regarding the perception of the organization's policies, practices, and communicated priorities (Whetten & Foreman, 2014). Although somewhat speculative, there may only be a few scenarios (for example, during the onboarding or termination processes) where the perception of organizational climate and levels of individual organizational identification do not fit (Cable & DeRue, 2002; van Vianen, 2018), making a covariance between both variables likely. In a theoretical chapter, Whetten and Foreman (2014) argue that high levels of organizational identification could be enough for members to support organizational climate and propose that shared identity is an antecedent for organizational climate perception. Although this may be true, my findings imply that there must be some priorities with which employees can align their behavior. Therefore, from my results, I conclude that organizational health and safety climates provide the social context that gives individual employees behavioral direction, and the degree of identification describes how strongly this behavior direction is internalized into the individual's self-concept, therefore making the transfer into the non-work domain more likely. Although other researchers have acknowledged social identification as a potential lens for understanding the effects of an organization's climate (Gonzalez & DeNisi, 2009; Kaluza et al., 2020; Morrison et al., 2011; Wang & Rode, 2010), to the best of my knowledge, my empirical work resembles a first integration of organi-

zational identification into the organizational health and safety climate literature. Overall, I would confirm my assumption that incorporating an organizational identification perspective into climate literature can help to better understand the effects of a perceived individual climate on employees' individual physical and psychological health, especially for the non-work domain.

5.2 Practical Implications

The findings of this dissertation have several practical implications for occupational health practitioners.

First, assessing OCID appears to be a valid tool for measuring the organizational climate for the prevention of infectious diseases within organizations. As such, OCID can be employed in organizations where employees are at risk of exposure to infectious materials (e.g. hospitals or laboratories). The level of perceived OCID could help assess whether an organization effectively communicates that infection prevention is a priority, making it a valuable construct to evaluate and improve organizational processes and management practices.

Second, the results suggest that integrating the non-work perspective into the evaluation of an organizational health and safety climate could enhance the sustainability of its effects. My findings indicate that health practitioners could offer suggestions on how workplace health behaviors might be extended into the non-work domain. Additionally, using non-work behavior measures as indicators could provide insights into how well organizational climate perceptions are transferred beyond the workplace.

Third, the results on specific behaviors and job crafting offer guidance for healthcare professionals. On the one hand, it is essential to clearly define and communicate the specific health behaviors that are expected and beneficial to employees. This provides employees with clear priorities to follow, particularly in the workplace. However, the findings on job crafting highlight the importance of encouraging proactive behaviors in which employees take initiative. Since organizations cannot dictate every desirable behavior, providing clear behavioral guidance along with sufficient resources for employees to craft their environment could lead to optimal health outcomes.

Lastly, the results on organizational identification offer clear recommendations for practitioners. Employees who demonstrate a higher level of organizational identification are more likely to transfer positive health behaviors from the workplace to their personal lives. Thus, fostering

a strong sense of organizational identification through effective internal communication, values alignment, and team building activities could improve the effectiveness of health and safety interventions. Furthermore, these findings suggest that when planning occupational health measures, considering not only the intervention itself but also the relationships among participants is crucial.

5.3 Limitations and Implications for Future Research

There are several limitations that future research should address. First, while I am confident that individual perception holds valuable information, I did not assess organizational climate as a shared construct. When climate is measured as a shared perception, it is more likely linked to group behavior than to observing individual mechanisms and boundaries (Beus et al., 2023). This possibly led to an under-investigation of the mechanisms and boundaries that I proposed in my dissertation. Consequently, in my studies, I adhered to the guidance provided by Kessler (2019), opting to evaluate the climate at the level of individual perceptions, thus considering it as a psychological climate, due to my focus on individual outcomes. I would agree with the assumptions of Loh et al. (2019) that neither of both ways of assessing climate resembles a "better" way, but moreover, each way leads to different levels of interpretability. My results do not allow one to draw a conclusion about the actual shared organizational climate in each of the organizations of my participants, and therefore I would need an assessment of shared perceptions to compare the effects of climates in different organizations and workgroups. However, I can conclude how individual perceptions of climate lead to individual behavioral predictions that, in turn, guide individual health behavior and health outcomes related to a given climate (Beus et al., 2023). Following arguments by Kessler (2019), I would suggest that when one is interested in understanding how climate affects employee behavior, we can rely on employees' perceptions of climate, and if we are interested in a collective effect, we need to measure climate as a shared construct (Beus et al., 2023). For future research, I would endorse the proposition of Loh et al. (2019) as they recommend assessing climate in both ways to gain a more comprehensive understanding of the influence exerted by each organizational climate, thereby facilitating the formulation of suitable recommendations for practitioners and policymakers.

Second, my studies lack a direct measurement of actual health outcomes, particularly OCID. I can only hypothesize that the stronger adherence to the guidelines prompted by OCID led to a reduced likelihood of being infected with the COVID-19 virus. Empirical evaluations of behavioral

responses, such as masking, testing, and social distancing, confirmed that they were able to slow the spread of COVID-19 (Choi et al., 2022). Given that the research was conducted during the COVID-19 pandemic, the findings may be context-specific and not fully generalizable to other health events or problems. Future research in hospitals could aim to directly link OCID to lower rates of infectious disease transmission. In addition, the relationship between PSC, crafting, identification, and psychological health should be examined through an intervention study in an organizational setting to establish a causal relationship between these variables and actual health outcomes.

Third, this dissertation only uses self-reported data. Although variables like organizational climate or organizational identification rely on self-report assessments, my methods come with the risk of common-method bias. I tried to minimize the risk of such a common method bias by assessing predictor, mediator, and moderators, and outcome variables at different time points (Podsakoff et al., 2024). However, future research could address this issue by measuring work and non-work behavior more objectively. In the case of social identification, it was suggested that this could happen through pre-defined behavioral markers of group identification (Häusser et al., 2020, e.g., the use of the word "we" in a group).

Fourth, I assumed a transfer from the workplace to the non-work domain, but I did not assess the characteristics of the non-work context, such as social relationships or family conflict. Regarding OCID, it would have been informative to examine the support of the non-work social environment in adhering to guidelines in general. Furthermore, as discussed in Study 3, the possibility of crafting at home depends on individual resources (Ho et al., 2024). I recommend that future research include at least one question regarding these contextual variables. This could even strengthen the findings of organizational variables in the non-work domain. Similarly, I did not specifically assess the broader context of industry or national culture, as recommended for organizational climate research (Beus et al., 2021). Although the participants in my studies were not from a single industry or nationality, making the results somewhat generalizable, additional questions regarding work context, such as job satisfaction or turnover intentions, could provide further insight into the impact of climate and identification.

Lastly, it was proposed that social identification should be measured at the individual and group level to better understand cross-level interactions (Häusser et al., 2020). Similar findings were made for safety climate (Zohar & Luria, 2005). Thus, it could be a fruitful approach to combine

shared and non-shared data as well as different group levels for both climate and identification to gain a more profound understanding of the interplay between them.

5.4 Conclusions

The primary goal of my research was to gain a more profound understanding of the mechanisms and boundaries through which perception of organizational climate influences both physical and psychological health of employees. The inclusion of all three proposed domain independent mediators and moderators - concrete individual behavior, behavior in the non-work domain, and organizational identification - has indeed led to a more comprehensive understanding of how and when perceived organizational health and safety climate affects health outcomes. Focusing on specific health behaviors, rather than abstract perceptions, enhances our ability to identify and shape the pathways through which climate impacts especially employee's psychological health. My findings suggest that organizational climate extends its influence beyond the workplace, affecting employees' behaviors in their non-work domains. In addition, organizational identification emerges as a crucial factor in understanding when employees internalize and act on the health and safety priorities set by their organizations. Employees who strongly identify with their organization are more likely to maintain positive health behaviors beyond the workplace. My findings underscore the importance of further research to explore the non-work implications of organizational climate, clarify the relationship between climate and identification, and develop more precise measures of behavioral health outcomes. For practitioners, this research suggests that the promotion of a positive health and safety climate, as well as strong organizational identification, are powerful strategies to promote employee health outcomes, both within and beyond the workplace.

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