



Job crafting and satisfaction with life: a mediation model through the meaning of work

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Accepted: 11 December 2024
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Abstract

Over the last decade, empirical evidence of the positive effect of job crafting on employee job satisfaction has grown. Following previous literature that recommends reorienting this line of research and considering the role of additional or intermediate variables to help explain its effects, the current study aimed to analyze how work meaning would explain the relationship between job crafting and satisfaction with life. Participants were 785 employees (50.2% women) with an average age of 41.41 years old. The Job Crafting Questionnaire (JCQ), the Work and Meaning Inventory (WAMI) and the Satisfaction with Life (SWL) were used as validated instruments for measuring variables of the study. After controlling for age, gender, weekly work hours, and length of service in the same company, a significant positive association of Job Crafting with Satisfaction with Life was found. Furthermore, mediation analysis using PROCESS revealed that Work Meaning mediated this relationship. The results of this study highlight the role of Job Crafting and Work Meaning, and in general the care for well-being at work, in the overall life satisfaction of working people.

Keywords Satisfaction with life · Job crafting · Work meaning · Organizational psychology · Positive psychology

Introduction

In the field of organizational psychology, there are new approaches that recognize the role of workers as active agents that modify the characteristics of the job as a complement to the more classic approaches to job design (Demerouti et al., 2019). Thus, job crafting constitutes an essential resource through which workers change the tasks or personal relationships in the work environment (Wrzesniewski & Dutton, 2001), contributing to an increase in their well-being (Oprea et al., 2019). In this sense, a person's

well-being has been linked to greater job satisfaction, paying less attention to other elements such as satisfaction with life in general (for a review see Erdogan et al., 2012; see also de Bloom et al., 2020). Some authors highlight, in fact, the importance of considering the impact of work experience on people's well-being from a holistic perspective (Upadyaya & Salmela-Aro, 2017; Upadyaya et al., 2016; Vorina, 2013), studying models that go beyond mere job satisfaction (Innanen et al., 2014; Li et al., 2023; Loewe et al., 2014).

There is evidence of the relationship between job crafting and subjective well-being (Gordon et al., 2018). Recently, a few studies have been published that address the relationship between job crafting and life satisfaction (Pan et al., 2021; Shi et al., 2022b). Similarly, Job crafting may favor experiences for workers that contribute to increasing the meaning of work (Vermooten et al., 2019; Ward & King, 2017), which in turn may favor a greater sense of life and thus a more significant satisfaction with life (Ward & King, 2017; Judge & Watanabe, 1993). In this vein, the presence of meaning has been linked to satisfaction with life (Park et al., 2010; Steger & Kashdan, 2007). The meaning attributed to work has been considered a labor variable that precedes satisfaction with life (Erdogan et al., 2012). Given that some

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studies have also identified the effect that job crafting has on work meaning (Tims et al., 2016; Wrzesniewski et al., 2013), the objective of this study is to delve into the relationship between job crafting and life satisfaction, considering the meaning attributed to work as a mediating variable in said relationship.

Job crafting and satisfaction with life

Job crafting is a concept initially proposed by Wrzesniewski and Dutton (2001). They define it as an active behavior through which working people try to make changes in the tasks or the relationships in their work environment. The authors identify three types of strategies: (1) task crafting, which contemplates changes in terms of the quantity, type, or scope of work activities, (2) cognitive crafting, which entails a change in the way of understanding the work, (3) relational crafting, which refers to the relationships that occur at work, being able to make changes in the quantity and quality of said interactions. Subsequently, Tims and Bakker (2010) integrate job crafting into the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007; Demerouti et al., 2001). It should be noted at this point that the abovementioned model and later Theory of JD-R (Bakker, 2013), that have been consistently reviewed in the light of the evidence accumulated in the literature over the last decades (Bakker et al., 2023), provide a solid theoretical underpinning for considering the impact of job crafting on various personal outcomes, in particular on workers' health (Schaufeli & Taris, 2014). In this way, Tims and Bakker (2010) distinguish four categories or ways of redesigning the job itself: increase in structural job resources, decrease in structural job resources, decrease in job demands and increase in the social resources of the job. Studies conducted on both models of job crafting accumulate significant evidence of the positive effect of this behavior on people's job satisfaction (Tims et al., 2014; Rudolph et al., 2017; Kim et al., 2018; Frederick & VanderWeele, 2020), work engagement or emotional exhaustion (Döbler et al., 2022). However, Zito et al. (2019) studied a sample of 389 workers in Italian public administration finding that job crafting, in addition to enhance job satisfaction, may also lead to increased work-family conflict. In this context, it is crucial to examine whether this resource has the potential to improve the worker's well-being or their general satisfaction, going beyond mere job satisfaction or performance (Gordon et al., 2018; for a review see Demerouti et al., 2019). Along these lines, few studies carried out a study to examine the effects of empowering leadership on the employee's well-being through job crafting. Thus, Kim and Beehr (2020) analyzed the data of 276 U.S. full-time employees, collected at three different times over two months, finding

a significant negative relationship between Job Crafting and the levels of depression and physical complaints. Similarly, Shi et al. (2022a) found that work-nonwork facilitation mediated the relationship between job crafting and employee general health, while perceived boundary control moderated this indirect effect. In this case, a two-wave design was used recruiting a sample of 383 workers from different companies in central and eastern China.

Furthermore, fewer studies have addressed the potential association of job crafting with life satisfaction. Recently, Shi et al. (2022b), report an association of job crafting and employee life satisfaction, especially those who have high workload. The abovementioned conclusions were deduced from the analysis of the data from 481 workers in a pharmaceutical corporation in China. It is important to note that the authors of the aforementioned study also examined the extent to which the possibility of balancing the work environment with other dimensions of the worker's life could explain the positive effect of job crafting on life satisfaction: "Our results showed that employees engaging in more job crafting behaviors reported higher levels of work-nonwork facilitation and lower levels of work-nonwork conflict, which in turn predicted higher life satisfaction" (Shi et al., 2022b, p.1496).

Furthermore, Pan et al. (2021) propose a research model that includes the effect of two types of job crafting (individual and collaborative) on the satisfaction with life of 263 nurses from 5 hospitals in the Chinese region of Jiaying. However, no statistically significant coefficients are observed for the relationships above in this case. Indeed, relevant inconsistencies have been noticed in studies conducted in this line of research. On the one hand, some authors such as Dash and Vohra (2020), recently pointed to a certain discrepancy between the formulated theoretical framework and the actual research carried out. Likewise, there is a lack of agreement in the distinction between the so-called dimensions or forms of job crafting or the diversity of existing research models. This makes it difficult to generalize the results obtained and compare them (Tims & Bakker, 2010; Wrzesniewski & Dutton, 2001; see also Lichtenthaler & Fischbach, 2019). On the other hand, the relationship between job satisfaction and satisfaction with life is still understudied (Erdogan et al., 2012; see also de Bloom et al., 2020), and developing this field of research is recommended (Kim & Beehr, 2020; Upadaya & Salmela-Aro, 2017). The main objective of this study is to analyze the potential relationship between Job Crafting and satisfaction with life. Thus, the following hypothesis is formulated:

Hypothesis 1 *Job crafting is positively related to satisfaction with life*

The role of work-meaning

The search for a meaningful job based on a better person-job fit, the expression of one's values, or the elaboration of interpersonal relationships has been pointed out as one of the primary motivators of job crafting behavior (Wrzesniewski, 2003). In this way, developing a line of research focused on work meaning (Chalofsky, 2003) can help to better understand the positive effects of job crafting, especially its cognitive dimension (Letona-Ibañez et al., 2019; Pimenta de Devotto et al., 2022). Over the last few decades, several authors have contributed to the conceptualization of the phenomenon linked to the perception of the meaning of work in various ways (see Wrzesniewski, 2003; Rosso et al., 2010; Lips-Wiersma & Wright, 2012). A large number of recent studies (for a review see Both-Nwabuwe et al., 2017) agree on considering work meaning as “a subjectively meaningful experience consisting of experiencing positive meaning in work, sensing that work is a key avenue for making meaning, and perceiving one's work to benefit some greater good” (Steger et al., 2012, p. 322). The relationship between job crafting and the meaning of work has been raised in different research studies carried out in the last decade (Berg et al., 2013; Melo et al., 2021; Wellman & Spreitzer, 2011; Wrzesniewski et al., 2013). Likewise, some indications of evidence of this approach are collected (Letona-Ibañez et al., 2021; Slemp and Vella-Brodick, 2013; Tims et al., 2016), which is necessary to continue contrasting as proposed by the second hypothesis of this study:

Hypothesis 2 *Job crafting is positively related to work meaning.*

Similarly, studies carried out over the last decades show significant relationships between work meaning and a series of variables linked to individual well-being, such as work-related and general well-being (Steger et al., 2012), living a calling (Duffy et al., 2014), desire to develop and become themselves (Weeks & Schaffert, 2019) or job performance (Geldenhuis et al., 2021). However, the literature indicates that there are still “significant gaps in understanding” the work-meaning variable and its effects, calling for more research in this field (Bailey et al., 2019; see also Napier et al., 2024). Recently, some studies point to the analysis of its potential relationship with life satisfaction, providing some evidence in favor of it (Duarte-Lores et al., 2023; Grueso-Hinestroza et al., 2022; Shilo-Levin et al., 2021; William & Novanto, 2023). In this vein, the third hypothesis of this study is formulated:

Hypothesis 3 *Work meaning is positively related to satisfaction with life.*

Finally, following those that warn of the need to reorient research on Job Crafting and recommend to consider the role of additional or intermediate variables, which help explain its effects (e.g., Zhang & Parker, 2019), this study includes a further postulation. According to the well-established theoretical framework of psychological needs (e.g. Maslow, 1943; Ryan & Deci, 2017), the satisfaction of human needs of different orders is an antecedent of people's overall satisfaction or well-being. It might therefore be asked whether the satisfaction of the higher needs associated with meaning could explain the relationship between job crafting and life satisfaction. Thus, the fourth hypothesis aims to contrast whether the supposed level of work meaning achieved through job crafting can, in turn, affect the satisfaction with life variable, thus impacting the well-being of the worker beyond mere job satisfaction or well-being. In this case, the work meaning would be the reason for explaining the association between job crafting and satisfaction with life (see Fig. 1):

Hypothesis 4 *The level of Work-Meaning fully mediates the positive relationship between Job Crafting and satisfaction with life.*

Method

Participants and procedure

The sample consists of 785 employees (50.2% women) with an average age of 41.41 (SD=9.63), ranging between 22 and 71 years of age. All the participants are highly educated employees (Innanen et al., 2014), having obtained a higher education degree after completing primary and secondary education (i.e., a higher vocational training qualification or a university degree). Regarding their dedication to work, 97.1% worked at least 20 h per week. Finally, almost half of the sample (51.7%) worked in the same job for more than 3 years. The sample was collected using two different methods: snowball sampling was used to access some subjects. Other possible participants were contacted through a job-related and active job search media site to reach employees randomly. In both cases, participants signed an informed consent before accessing the questionnaire. It is important to note that this sampling system and all the procedures used in this study have received the approval of the University of Deusto Ethics Committee (Ref. ETK-23/17–18). Once all the responses were collected and the invalid or duplicate

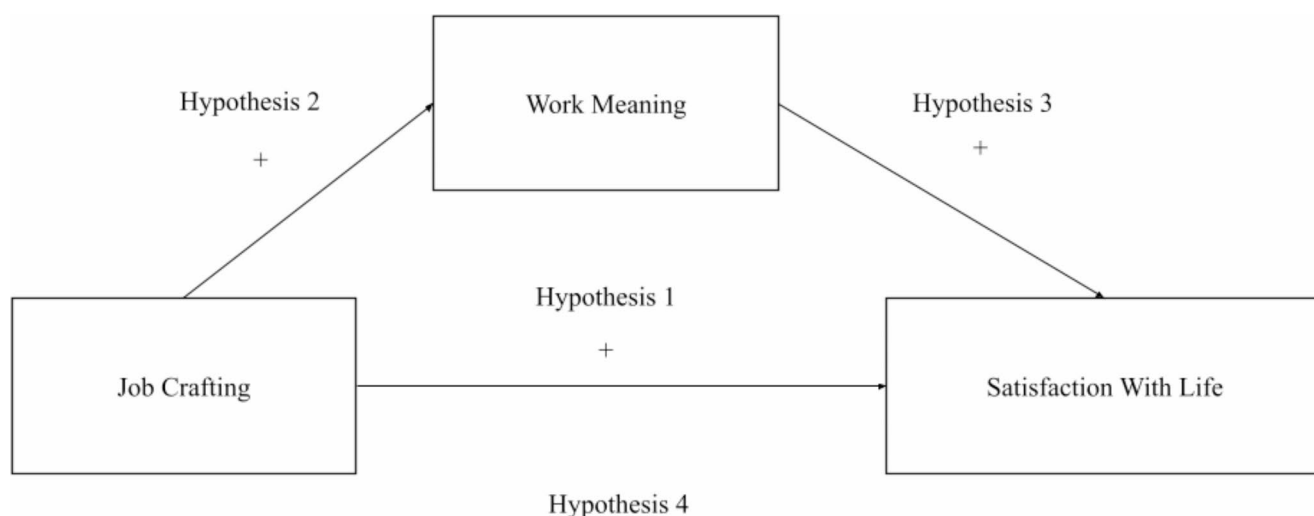


Fig. 1 Summary of the research model

entries were removed, the data were included in a database for analysis.

Instruments

Job crafting This has been measured using the Spanish version of the Job Crafting Questionnaire (JCQ) (Letona-Ibañez et al., 2019) by Slemp and Vella-Brodick (2013), which consists of 15 items that measure three dimensions: task crafting, relational crafting, and cognitive crafting. A 6-point Likert scale (1 = almost never, 6 = very often) was used. The instrument considers the possibility of three dimensions and one general dimension which would be Job Crafting. The verification of the unidimensionality of Job Crafting by means of exploratory factor analysis shows adequate fit indices ($KMO=0.87$) which suggests that the relationship between the variables can be factored in. The parallel analysis shows the possibility of keeping a single general dimension or the possibility of keeping three dimensions. Considering a single dimension would explain 36% of the variance. Considering all three factors, it would account for 59% of the variance explained. Similarly, the analysis based on Item Response Theory (IRT) shows indices that do not satisfy the presence of a single factor or unidimensionality ($Unic=0.93$, when it should be greater than 0.95; $ECV=0.77$, when it should be greater than 0.85; $MIRREAL=0.28$, when it should be less than 0.30). It would therefore be preferable to use three dimensions rather than one. Nevertheless, the confirmatory factor analysis shows a good fit ($GFI=0.926$, $AGFI=0.914$, $CFI=0.976$, $RMSEA=0.056$ [0.055, 0.058]). As it is abovementioned, the parallel analysis suggests the presence of three factors, so the existence of a bifactorial module with three specific factors and saturation of all items on a general factor would

be plausible. This factorial solution is more favorable than the previous one ($GFI=0.961$, $AGFI=0.938$, $CFI=0.976$, $IFI=0.967$, $RMSEA=0.045$ [0.035, 0.058]). In summary, both a single-factor solution and a bi-factor solution with three factors and total factor saturation show adequate margins of fit, which allows us to consider a single factor as the Job Crafting score. Considering the Job Crafting items as a whole, they would have a Cronbach's alpha (α) of 0.86 and an omega index (Ω) of 0.87.

Work meaning It has been evaluated using the Spanish translation of the Work and Meaning Inventory (WAMI) by Steger et al. (2012). This tool consists of 10 items and is based on a 5-point Likert scale (1 = totally untrue, 5 = totally true). In this case, the analysis of the items that make up the WAMI shows an adequate factorization index ($KMO=0.92$), explaining 57.7% of the variance. The tests of unidimensionality are very satisfactory ($Unico=0.98$, $ECV=0.89$, $MIREAL=0.224$). The confirmatory factor analysis shows an adequate goodness of fit ($GFI=0.990$, $AGFI=0.987$, $CFI=0.965$, $RMSA=0.114$ [0.110, 0.117]), with factor weights above 0.50 in all cases, reaching an α of 0.91 and an Ω of 0.92.

Satisfaction with life (SWL) In order to measure SWL, the Spanish version of the Satisfaction with Life Scale or Psychological Well-Being Scale elaborated by Diener et al. (1985), translated and adapted by Vázquez et al. (2013) is used. It is an instrument composed of 5 items measured on a 7-point Likert-type response scale where 1 is "Strongly disagree," and 7 is "Strongly agree". With regard to the SWL, the items of this scale show an adequate factorization index ($KMO=0.87$), reaching an explained variance of 73.5%. The unidimensionality criteria are also very

adequate (Unico = 0.998, ECV = 0.955, MIREAL = 0.153). The confirmatory factor analysis also shows an adequate fit in this case (GFI = 0.997, AGFI = 0.998, CFI = 0.977, RMSEA = 0.084 [0.077, 0.091]), with saturation of the items in all cases above 0.65. The α obtained with the data from our sample was 0.90 and an Ω of 0.91.

Finally, following Bernerth and Aguinis (2016) best-practice recommendations for control variable usage, demographic variables (age and gender) and job-related variables (weekly working hours and length of service) about the participants were registered by a simple form.

Data analysis

The SPSS (version 28.0 for Windows) was used for the descriptive analysis of the variables in this study. First, an indicator was obtained for each of the instruments used. A single indicator was employed as a function of the averaged sums of the items on a decimal scale, with the result that the three scales are scored between 0 and 10. Thus, the higher the score, the greater the expression of the characteristic being evaluated. In order to consider the suitability or the possibility of using these scales as single values indices, we proceeded to verify the goodness of unidimensionality of each of these scales. To this end, we used the KMO, the Kaiser-Meier-Holting test as an indicator of factorization or the possibility of factorization, and the Unico, ECV and MIREAL tests of unidimensionality. These unidimensionality tests are based on Item Response Theory (IRT), where Unico values must be greater than 0.95, ECV values must be greater than 0.85 and MIREAL values must be less than 0.30. The possibility of unifactoriality of the scales was also tested by confirmatory factor analysis. For this purpose, the EQS software was used, with GFI greater than 0.90, AGFI greater than 0.90, CFI greater than 0.90, IFI greater than 0.90, RMSEA less than 0.08, with its 95% interval considered as an index of goodness of fit. They were considered adequate if the factor weights were close to or greater than 0.50. Similarly, the internal consistency of the index scores

of each scale was assessed using Cronbach's alpha (α) and reliability coefficient omega (Ω).

On the other hand, linear regression procedures were performed for statistical hypothesis testing. Specifically, to test mediation model PROCESS v3.4. (Hayes, 2013) macro was used, choosing the bootstrap method to obtain confidence intervals to test for direct and indirect effects, with 10,000 replications and a 95% confidence level. A confidence interval that does not contain zero confirms the mediation effect (Hayes, 2013; Lachowicz et al., 2018). Thus, following Rucker et al. (2011), mediation analysis was focused on indirect effect. Moreover, following Lachowicz et al. (2018; see also Hayes, 2013), completely standardized indirect effect was calculated to estimate its effect size and the ratio indirect/ total effect. Finally, the potential mediation effect was validated through a Sobel test, as determined by the PROCESS analysis. Following Bernerth and Aguinis (2016), all analyses were conducted with and without the aforementioned control variables. It was observed that the inclusion of these variables did not result in a substantial alteration of the results. Therefore, for the sake of parsimony, the results are presented without control variables (Becker, 2005).

Results

Table 1 presents the characterization data of the variables simplified in our study and the correlation matrix between them. For the description of the three main variables implicit in our hypotheses, Job Crafting, Work Meaning and Satisfaction with Life, we present both the means on their original scale, in case they are useful for any meta-analytical integration, and the scores obtained on a decimal scale. As can be seen, the scores on a value from 0 to 10 points are above 5, the average range for this dimension, with Job Crafting and Work Meaning at 7.17 and 7.40 respectively, indicating a high presence of these characteristics, and a score of 6.07 for satisfaction with life, also indicating a notable average of satisfaction among the participants.

Table 1 Descriptive statistics and correlations ($n = 785$)

		M_o	SD_o	1	2	3	4	5	6	M_{10}	SD_{10}
1	Satisfaction with Life	4.64	1.26							6.07	2.10
2	Job Crafting	4.58	0.73	<i>0.28</i>						7.17	1.46
3	Work Meaning	3.96	0.79	<i>0.37</i>	<i>0.63</i>					7.40	1.98
4	Age	41.41	9.63	0.06	0.03	<i>0.09</i>				---	---
5	Gender [n (%)]	393	50.00	-0.01	<i>0.07</i>	<i>0.08</i>	-0.20			---	---
6	Weekly work hours	2.30	0.80	0.01	0.04	-0.08	<i>0.11</i>	-0.20		---	---
7	Length of service	1.94	1.51	<i>0.12</i>	0.05	<i>0.08</i>	<i>0.47</i>	-0.12	<i>0.12</i>	---	---

M_o = Original mean; SD_o Original standard deviation; M_{10} = Decimal-scale mean SD_{10} = Decimal-scale standard deviation; r values greater than 0.08 are statistically significant for $p < .05$ (indicated in italics)

Table 2 Regression analysis of the relationship between variables ($n = 785$)

Step	Outcome variable	Predictor variable	Coef.	SE	t	LLCI	ULCI	<i>p</i>	<i>R</i> ²
1	Work Meaning	Job Crafting	0.859	0.038	22.840	0.785	0.933	< 0.001	0.400
2	Satisfaction with Life	Job Crafting	0.403	0.049	8.158	0.306	0.501	< 0.001	0.078
3	Satisfaction with Life	Job Crafting	0.104	0.062	1.684	-0.017	0.225	0.093	0.143
		Work Meaning	0.349	0.045	7.697	0.260	0.438	< 0.001	

Unstandardized regression coefficients (*B*; *Effect*), *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

Table 3 The chain mediating effect of job crafting and work meaning over SWL

Path	Effect	Boot SE	Boot LLCI	Boot ULCI	Relative effect
Total effect	0.403	0.049	0.306	0.501	100.00%
Direct effect	0.103	0.062	-0.017	0.225	25.56%
Total indirect effect	0.300	0.045	0.213	0.388	74.44%

Unstandardized regression coefficients (*B*; *Effect*), *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit

A review of the correlation matrix reveals that the primary correlations associated with our model are concentrated among the first three variables. Therefore, a statistically significant correlation is observed between job crafting and life satisfaction ($r = .28$; $p < .001$), which corroborates the satisfaction of Hypothesis 1. Similarly, the results support Hypothesis 2 through a positive and significant relationship between work meaning and life satisfaction ($r = .37$, $p < .007$). Similarly, verification of Hypothesis 3 is obtained, as evidenced by a high index of association between Job Crafting and Work Meaning ($r = .63$). Consequently, the total effect of Job Crafting on Life Satisfaction is observed to be 0.28.

The principal hypothesis of this study (Hypothesis 4) concerns the mediation effect of work meaning on the association between job crafting and life satisfaction. To this end, a mediation model was constructed using the PROCESS procedure (Hayes, 2013), and the results are presented in Table 2. These results were obtained by considering the three steps proposed by Baron and Kenny (1986) in their initial model and subsequently incorporated into the Hayes (2013) PROCESS model.

Table 2 illustrates that in the initial step, the correlation between job crafting and work meaning is established, with the two implicit variables influencing this association. The unstandardized coefficient for this step is 0.85 [0.78, 0.93], which is statistically significant, confirming the correlation between these variables as previously indicated in Table 1. The second step of the mediation process entails the incorporation of job crafting with life satisfaction, that is, the primary effect or total effect. The observed coefficient is 0.40 [0.30, 0.50], which is also statistically significant. The third step involves incorporating the two predictor variables with respect to their predictive ability with respect to life

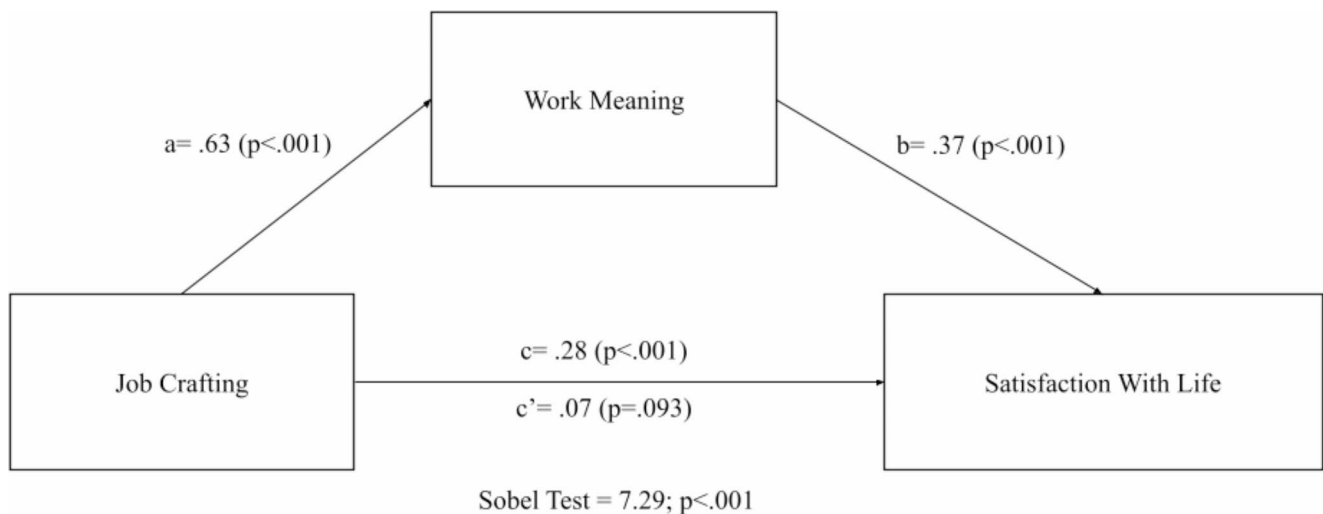
satisfaction. It can thus be observed that the unstandardized coefficient associated with job crafting becomes 0.104. In other words, from an initial value of 0.40, it is reduced to 0.10, which indicates the existence of a mediation effect.

Table 3 illustrates the decomposition of the total effect of 0.40 into the two effects: the direct effect of job crafting, which is 0.103, and the indirect effect through work meaning, which is 0.30. The observed partial mediation is statistically significant (Sobel test = 7.29, p -value < 0.01).

Figure 2 illustrates the mediation model, displaying the standardized coefficients. As can be observed, the total effect between job crafting and life satisfaction was statistically significant ($c = 0.28$; $p < .001$). Upon completion of the mediation process, the coefficient of the direct effect of job crafting on life satisfaction ($c' = 0.07$) was found to be statistically non-significant ($p = .093$). Consequently, the indirect effect of job crafting through work meaning on life satisfaction was determined to be 0.21, which is statistically significant and satisfies Hypothesis 4 proposed in the study.

Discussion

The main objective of this study is to contrast the relationship between Job Crafting and Satisfaction with Life, considering Work Meaning as a mediating variable that explains this relationship. First, the results described in the previous section provide evidence supporting the study's first hypothesis, showing an association between Job Crafting on Satisfaction with Life. This finding is in line with some of the approaches made in the literature (de Bloom et al., 2020; Erdogan et al., 2012). In particular, the relationship between job crafting and employee life satisfaction found by Shi et al. (2022b) was consistently replicated in the sample of this study. As detailed in the introduction to this article, previous studies addressing the potential relationship between both variables are scarce, show a high degree of cultural or geographical homogeneity of the sample, and their results are inconsistent (see Pan et al., 2021). Moreover, it responds to the needs raised by those authors who propose to study models that go beyond mere job satisfaction as an objective of organizational psychology (e.g., Innanen et al., 2014; Li et al., 2023; Loewe et al., 2014). Similarly, Hypotheses 2 and 3 are corroborated by the findings of this study, in



Note. Standardised regression coefficients (β)

Fig. 2 Mediation results

alignment with the aforementioned literature on the association between job crafting and work meaning (i.e. Letona-Ibañez et al., 2021) as well as between work meaning and satisfaction with life (i.e. Shilo-Levin et al., 2021). In this regard, it is worth noting that both associations present themselves very clearly, more strongly than the direct relationship between Job Crafting and Life Satisfaction. Finally, the results described in the previous section allow us to confirm Hypothesis 4, showing evidence in favor of a mediation model in which the indirect effect of the variable Work Meaning explains the relationship between Job Crafting and Life Satisfaction. This is a novel contribution to this area of literature, as discussed above.

Theoretical implications

Therefore, the implications of this study and the results obtained for the investigation of organizational psychology and management are remarkable. At a time when the limitations and risks of focusing attention on variables associated with job satisfaction are being discussed (see, for example, Shimazu et al., 2015, 2018) and the need to consider the impact of work experience on the well-being of people from a holistic perspective (Upadyaya & Salmela-Aro, 2017; Upadyaya et al., 2016; Kujanpää et al., 2022), a new study is provided that helps to shed some light on this topic. Thus, the results of this study provide further empirical support in favor of those studies that recommend integrating the experience in the workplace, balancing the different life domains (Loewe et al., 2014), or considering the contribution of work to life meaning (Ward & King, 2017). It is also noteworthy

that the sample of this study extends the diversity of the samples used in previous studies, thus contributing to the potential generalizability of the consistent evidence that has been accumulated. Furthermore, this study offers a supplementary perspective to elucidate the potential influence of job crafting on life satisfaction. Traditionally, the extant literature has elucidated this phenomenon through the lens of work-not-work facilitation (De Bloom et al., 2020). However, this study draws attention to an intrinsic work-related factor, work meaning, that may also contribute to this phenomenon.

Practical implications

In the same way, the conclusions derived from this research include relevant implications for the practice of psychology in organizations. Following the situation described in the academic field, organizations have focused the work of recent decades on well-being on promoting levels of job satisfaction and motivation for work (Knight et al., 2017). At the same time, in recent years, there has been a more remarkable emergence of needs such as conciliation (Loewe et al., 2014) or workers' health and well-being (Salanova et al., 2019). In this line, the knowledge about the potential of resources such as job crafting and work meaning to contribute to life satisfaction offered in this research is valuable considering the needs of the current situation in organizational practice. Moreover, as previously stated, this study explains the relationship between job crafting and life satisfaction based on intrinsic work factors, specifically work meaning. This increases the possibility of psychological

intervention from organizations using techniques such as cognitive job crafting.

Limitations

However, this work is not exempt from limitations that invite us to consider generalizing the results obtained with caution. On the one hand, the cross-sectional research design, although a common and accepted practice in the field (Spector, 2019), is a clear limitation when studying causal effects or directional relationships such as those of interest in this study. In this case, the theoretical support described above makes it possible to compensate for this disadvantage to some extent, but it is appropriate to try to replicate this study in a longitudinal design. In the same way, the characteristics of the participants in terms of their high qualifications have benefits, as pointed out in the introduction to this article. Still, it also supposes a limitation for generalizing the results to a diverse sample. Therefore, the following steps must consider including various samples in terms of educational level and other sociodemographic variables, increasing the sample size. Finally, in this case, the source of information comes from self-reports, making it necessary to include other means such as assessment by other people or objective measures of behavior in future studies.

Conclusion

In a global context where mental health is seriously threatened, organizations can play a crucial role in promoting people's well-being. Considering a path recently opened in the literature, this study provides some of the first empirical data in favor of the potential of job crafting in promoting people's life satisfaction through work meaning.

Data availability The datasets analyzed during the current study are available in the Figshare database: <https://doi.org/10.6084/m9.figshare.25941610>

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