

Research Paper

## Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals

Falguni<sup>1\*</sup>

### ABSTRACT

The modern workplace is undergoing constant transformation due to technological advancements, globalization, and shifting organizational demands. As job roles become more dynamic, employees are increasingly expected to adapt, innovate, and find personal meaning in their work. In this context, understanding how employees actively shape their roles and derive meaningfulness becomes essential to sustaining engagement. This study investigates the influence of job crafting and meaningful work on employee engagement among working professionals with a focus on gender and generational differences too. A total of 125 employees (62 male and 63 female) working across various industries completed standardized scales measuring these constructs. The age range of the participants were 23-55 years. Linear regression analysis was used to understand the relationship of work engagement on work performance. Pearson product moment was applied to examine the correlation between job crafting and meaningful work with employee engagement. The findings of the study indicated that there was a positive correlation between Job crafting and Meaningful work with employee engagement. The regression analysis finding indicated that dimensions of Job crafting and Meaningful work does have an effect on employee engagement.

**Keywords:** *Employee engagement, Job crafting, Meaningful work*

In the rapidly changing work environment, companies encounter increasing demands fuelled by technological progress, globalization, and the necessity for ongoing innovation. These challenges have resulted in the transformation of job roles and expectations, necessitating employees to be more adaptable, resilient, and self-motivated than ever. Conventional methods of job design, which typically depended on hierarchical structures and strict role specifications, are slowly being replaced by more flexible, employee-focused strategies. An emerging approach that is gaining popularity is job crafting—an active behavior where workers modify their responsibilities, interactions, and viewpoints better to fit their strengths, interests, and core values.

Wrzesniewski and Dutton's (2001) Job Crafting Theory emphasizes that employees have the ability to actively shape their roles to improve their work experiences. It posits that rather than merely accepting the tasks assigned to them, individuals can proactively adjust their responsibilities and perceptions to align with their skills, interests, and values. The theory

<sup>1</sup>Student, Amity Institute of Psychology and Allied Sciences, Amity University, Noida, UP, India

\*Corresponding Author

Received: August 23, 2025; Revision Received: November 15, 2025; Accepted: November 21, 2025

## Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals

identifies three key forms of job crafting: Task Crafting: This involves modifying the type, scope, or quantity of tasks associated with a job. Relational Crafting: This aspect focuses on changing the nature of workplace interactions. Employees may seek more collaborative relationships or reduce contact with certain colleagues to enhance their satisfaction and performance. Cognitive Crafting: This pertains to how employees reshape their perceptions of their work. It involves changing how they view their job and its significance.

Job crafting is the process that entails anticipating shifts in both the internal and external environments and actively designing the job to address those changes (Grant & Ashford, 2008; Griffin, Neal, & Parker, 2007). By engaging in job crafting, employees can modify both the tasks and social aspects of their roles by adjusting their task responsibilities and interactions with others. These changes result in a distinct perception of the significance of their work. Job crafting can be utilized across different levels of an organization, ranging from the highest to the lowest, and can apply to both straightforward routine positions and the most intricate jobs. Three key techniques of job crafting that are majorly used are: task crafting, relational crafting, and cognitive crafting. By engaging in these job crafting activities, individuals can modify their work design and social contexts, enhancing the alignment between their roles and their personal skills, knowledge, and preferences (Noesgaard M S & Jorgensen Frances; 2021).

Work that people believe to have meaning, worth, and relevance is referred to as Meaningful work. It's the feeling that the job you perform is important to you and other people, and that it fits with your beliefs, interests, or the greater benefit of society.

According to Adlerian philosophy, all individuals exist inside a framework of meanings (Alderfer, 1972). Through a process called meaning-making, they give experiences meaning, which helps them perceive their world. According to Mezirow (1981, p. 394), the most basic type of meaning-making is a lifetime quest to understand the world and our relationships to it. People construct complex networks of knowledge known as "meaning systems" by interpreting their experiences (Molden & Dweck, 2006, p. 201). All that people know is represented by these coherent mental models, which show the connections between things, occasions, and interactions.

It is logical to believe that workers seek significance in their work experiences, especially in light of the prior debate. According to Pratt and Ashforth (2003), meaningful work arises from a variety of factors, such as job design, job compatibility, interpersonal relationships at work, and personal beliefs about work. By using job crafting to better match their positions with their own views of work, employees can increase the significance of their employment (Wrzesniewski, 2003). Wrzesniewski, LoBuglio, Dutton, and Berg (2013) assert that job crafting is linked to an employee's sense of identity and purpose at work. This suggests that job crafting enhances a person's alignment with their work, which in turn raises the meaning of their employment.

Meaningful work is commonly understood through three key dimensions, which are: Positive meaning at work – It refers to how much people value and find fulfilment in their work. It symbolizes the sense of purpose and emotional connection that people develop from their daily activities. Greater goods motivation – it emphasizes an altruistic mentality and a purpose that goes beyond selfish gains, evaluates the conviction that one's activity has a good influence on others or society at large. Meaning-making through work - Interpreting

## Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals

one's work experiences to learn more about oneself and one's environment is known as "meaning-making through work." This feature emphasizes how important work is for identity formation, personal growth, and existential understanding. When taken as a whole, these components offer a comprehensive understanding of why and how people discover purpose in their work. This framework is commonly used in research and is the theoretical basis of the Work and Meaning Inventory, which is also been utilised in this study.

Employee engagement has become a hot topic among both researchers and practitioners, and it's easy to see why. Even though employee engagement is a well-discussed concept in the world of industrial psychology, there remains some confusion around what it actually means.

Kahn initially proposed the idea of employee engagement in 1990 as a result of his studies on summer camp employees and staff members at an architecture business. He defined the technique of completely engrossing people of a company in their job as employee engagement. When workers are engaged, they do more than simply show up for work; they actively participate and give their jobs their all.

Schaufeli et al. (2002) defined engagement as a positive, satisfying work-related state of mind which is characterized by 3 dimensions- Vigor: It is characterized by elevated energy levels, mental resilience during work, a commitment to exert effort in tasks, and tenacity in the face of challenges. Dedication: It is when an individual is devoted towards their work and responsibilities and they experience a sense of purpose, excitement, pride while working. Absorption: This is when an employee is fully engrossed in their work and is able to concentrate and carry out their work without distractions. It involves being focused and absorbed in one's work, when time flies by and one finds it impossible to disconnect from it. This model is commonly used in research and is the theoretical basis of the UWES, which is also been utilised in this study.

In the contemporary, goal-oriented workplace, employee engagement is essential for corporate success. While job crafting, meaningful work, and employee engagement have each been widely studied, this research gains particular relevance by examining the interplay among them. Job crafting, a proactive action undertaken by employees, and meaningful work have become essential factors in fostering engagement among a workforce that is increasingly driven by purpose and personal fulfilment.

This study, therefore, provides useful insights for leaders, HR experts, and policymakers by examining the interaction of these variables to improve motivation, well-being, and productivity in the workplace. Furthermore, by recognizing generational and gender disparities, the research acknowledges the increasing diversity of the contemporary workforce and facilitates the creation of more inclusive and focused engagement methods. This study examines the evolving nature of employment, as younger generations choose meaning and fulfilment over conventional extrinsic incentives. In sum, the integration of theoretical frameworks, empirical evidence, and a gender & generational perspectives makes this investigation both dynamic and essential.

### REVIEW OF LITERATURE

Job crafting, meaningful work and employee engagement have been extensively studied within the context of workplace settings. Together these constructs offer a multifaceted

## **Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals**

understanding of how job crafting, proactive employee behaviour, and meaningful work have become crucial components in fostering engagement. Existing literature consistently points to strong interrelations among these variables as well as the influence of other factors such as gender and age range in shaping them.

### ***Job Crafting and Its Workplace Implications***

Gani (2024) examined job crafting and work performance in Kashmir's service sector and concluded that proactive job crafting significantly enhances work engagement and performance, with dedication emerging as the strongest engagement factor.

Nguyen et al. (2019) examined job crafting, engagement, and performance among Vietnamese commercial bank employees using validated scales and SEM. Results showed that cognitive crafting significantly enhanced both engagement and performance, underscoring the role of meaningful work perceptions in productivity, while relational crafting showed no significant effect.

Ahuja and Chaturvedi (2017) demonstrated a positive relationship between job crafting and employee engagement in the Indian IT sector. Autonomy emerged as the strongest driver of engagement, supported by leadership, continuous feedback, and recognition, underscoring the critical role of autonomy in fostering engagement. These findings underscore the importance of giving employees greater independence in how they approach and execute their work which would therefore increase their engagement levels, supported by effective leadership and regular feedback mechanisms.

Sakuraya et al. (2016) explored how Japanese employees with depression utilize job crafting as a strategy for work adjustment through a qualitative design with semi-structured interviews. The findings revealed that workers engage in task crafting to minimize stress, relationship crafting to build supportive networks, and cognitive crafting to maintain purpose and meaning in work. The study highlights that self-initiated job crafting plays a vital role in sustaining both productivity and mental health among employees with depression.

### ***Influence of Job Crafting on Engagement and Employee Performance***

Kundaragi and Patil (2024) examined the impact of job crafting on work engagement and its link to employee performance in the Indian manufacturing sector. The findings revealed that task, cognitive, and relational crafting significantly enhanced engagement, which in turn positively influenced performance. The study highlights that encouraging job crafting behaviors can strengthen employee engagement, which directly contributes to improved performance in the manufacturing sector.

### ***Job Crafting & Meaningful Work in Workplace Settings***

Junça-Silva et al. (2022) examined the link between job crafting and performance, with meaningful work as a mediator and presenteeism as a moderator, which indicated that meaningful work mediated the job crafting–performance relationship, while lower presenteeism strengthened this effect, highlighting the role of workplace health in enhancing performance.

## Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals

### *Interconnectedness of Job Crafting, Meaningful Work and Employee Engagement*

Violinda et al. (2023) examined job crafting, work engagement, & meaningful work among employees in public & private organizations in Indonesia & India. The study revealed that task & cognitive crafting significantly enhanced meaningful work across both contexts. Moreover, meaningfulness mediated the relationship between relational crafting and engagement only in Indonesia, highlighting cultural differences in how job crafting strategies foster engagement.

Vermooten et al. (2019) examined the role of job crafting, proactive personality, and meaningful work in employee engagement and turnover intention within South African financial services. The findings indicated that job crafting and meaningful work significantly enhanced engagement and reduced turnover intention, while proactive employees were more inclined to engage in job crafting. However, proactive personality did not directly predict turnover intention, underscoring the mediating role of job crafting and meaningful work.

Robledo et al. (2019) investigated the relationship between job crafting, work meaning, and engagement among Spanish employees using SEM and bootstrapping techniques. The study found that job crafting positively influenced work meaning and engagement, with cognitive crafting showing the strongest association with work meaning. Work meaning significantly mediated the relationship between job crafting and engagement, highlighting its central role in fostering engagement.

Ariyanti & Syah (2022) examined the influence of job crafting, work meaning, & psychological capital on work engagement among Indonesian working students. The study found that job crafting significantly enhanced both work meaning & engagement, while work meaning further strengthened engagement. Psychological capital, however, did not directly predict engagement.

Letona-Ibañez et al. (2021) investigated the impact of job crafting on work engagement in Spain, examining the mediating role of work meaning. The study found that job crafting significantly enhanced engagement, with cognitive crafting showing the strongest effect. Work meaning mediated this relationship, suggesting that employees who actively reshape their jobs experience greater engagement when their work feels meaningful.

The existing literature provides considerable evidence regarding the interrelatedness of job crafting, meaningful work, and employee engagement among professionals in the workforce. While numerous studies have investigated these factors individually, there is still a requirement for comprehensive research that looks at their collective influence, particularly considering gender and generational differences. This study aims to address this gap by examining how these variables interact within a diverse workforce and identifying potential strategies to enhance workplace environments.

## **METHODOLOGY**

### *Aim and Objectives*

The present study aims to examine the impact of job crafting and meaningful work on employee engagement among working professionals. The objectives are: (1) To explore the relationship between Job Crafting and Employee engagement among working professionals; (2) To investigate the relationship between Meaningful work and Employee Engagement; (3) To determine whether the dimensions of Job Crafting (JC) and Meaningful work are

## Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals

significantly related to Employee engagement; (4) To assess if gender and age influence or moderate the relationships among Job crafting, Meaningful work, and employee engagement

### *Hypotheses*

1. Job crafting and employee engagement are expected to be positively correlated, such that higher levels of Job Crafting are associated with higher levels of employee engagement.
2. MW and employee engagement are expected to be positively correlated, such that higher levels of meaningful work are associated with higher levels of employee engagement.
3. JC and MW are expected to be positively correlated, suggesting that employees who engage more in Job Crafting tend to experience higher levels of work meaningfulness.
4. Age & gender significantly influence the correlation between JC, MW & EE.

### *Variables*

- **Independent Variables** – Job Crafting (JC), Meaningful Work (MW)
- **Dependent Variable** – Employee Engagement (EE)

### *Research Design*

This study adopts a quantitative research methodology. To interpret the findings, statistical analysis techniques were employed. This method aligns well with the study's objective of investigating the interconnections between JC, MW, and employee engagement among Indian working professionals.

### *Sample*

The sample consisted of 125 working professionals from diverse sectors were selected, comprising 62 men and 63 women. The sample consisted of employees with varying educational qualifications, tenure, and job roles, using a random sampling method for representativeness. The participants' ages ranged from 23 to 55 years, categorized into three distinct groups: 23–33 years, 34–44 years, and 45–55 years. The sample's majority of participants, primarily middle-aged professionals, were aged 34-44, with a mean age category of 1.77. The standard deviation of 0.853 reflects a moderate variation in age distribution.

### *Tools Used:*

1. **Job Crafting Questionnaire (JCQ):** To evaluate the level of JC among the participants, the JCQ developed by Slemp and Vella-Brodick (2013) was utilised. The JCQ consists of 15 items. The Job Crafting Questionnaire (JCQ) is divided into three dimensions: Task crafting, Cognitive crafting and relational crafting. The Cronbach's alpha of the overall construct was 0.86. For this particular study, Cronbach's alpha was utilized to measure reliability of the Job Crafting Questionnaire and the value obtained was .927.
2. **Work and Meaning Inventory (WAMI):** For measuring participants' perception of Meaningful work, the WAMI (Steger et al., 2012) was utilized. WAMI is a self-report measure that comprises of ten items and three subscales measuring Positive Meaning, Meaning-Making, and Greater Good Motivations. The overall construct showed a Cronbach's alpha of 0.86. For this particular study, Cronbach's alpha was

## Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals

calculated to establish reliability, and the value came out to be .878 which is deemed as Acceptable.

3. **Utrecht Work Engagement Scale (UWES):** Employee engagement was measured using the UWES-9 developed by Schaufeli et al (2006). This self-report measure comprises three dimensions consisting of three items each: Vigor, Dedication and Absorption. This scale holds strong internal consistency with a Cronbach's value of 0.948. For this particular study, Cronbach's alpha value obtained was .929.

### *Procedure*

The study began with a review of pertinent literature and a precise definition of the research objectives. Participants were given the JCQ, WAMI, and UWES instruments for data collection. A diverse group of working professionals from India provided the data, ensuring a broad spectrum of viewpoints. In accordance with APA (2017) ethical standards, all participants provided informed consent, and their confidentiality was guaranteed. Guidelines for completing the questionnaires were given, and participants had the option to withdraw at any point. Responses were scored following the standard procedures for each instrument. The data was organized, cleaned, and analyzed using SPSS.

### *Statistical Analysis*

The data was analysed using SPSS version 20 to determine the correlation between the variables- Job Crafting, Meaningful work and Employee engagement using the Pearson Product Moment Correlation coefficient. Stepwise linear regression was then performed to determine the impact of the predictor variables i.e.: the three dimensions of JC and the three dimensions of MW on the dependent variable i.e. Employee engagement. Linear regression helps determine the extent to which JC and MW influence Employee Engagement. Separate stepwise regression analysis was conducted to investigate any gender variations in the predictive associations. Similarly, to evaluate differences in the ways that JC and MW affect employee engagement across age groups, separate models were run for three age groups.

### *Ethical Considerations*

The study adhered to APA's ethical standards. Participation was voluntary and anonymous, with data kept secure and accessible only to the researchers. Participants were debriefed and offered the option to receive study findings.

## RESULTS

*Table 1 Correlation Between JC and Employee Engagement among working professionals.*

		N=125	
		Total JC	Total Engagement
Total JC	Pearson	1	.395**
	Correlation		
Total Engagement	Pearson	.395**	1
	Correlation		

*Note.* The Pearson Product correlation between JC and EE among working professionals is moderately positive & significant, rejecting the hypothesis of  $H_0$  ( $r = .395$ ,  $p < 0.01$ ).

**Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals**

**Table 2 Correlation Between MW & Employee Engagement among working professionals.**

		N=125	
		Total WAMI	Total Engagement
Total WAMI	Pearson Correlation	1	.715**
Total Engagement	Pearson Correlation	.715**	1

*Note.* The Pearson Product correlation between Meaningful Work and Employee Engagement among working professionals is strongly positive, indicating that meaningful work is a strong predictor of increased engagement. ( $r = .715, p < 0.01$ ). As a result,  $H_0$  is rejected.

**Table 3 Correlation Between JC and Meaningful Work among working professionals.**

		N=125	
		Total JC	Total WAMI
Total JC	Pearson Correlation	1	.431**
Total WAMI	Pearson Correlation	.431**	1

*Note.* The Pearson Product correlation between JC and Work-Awareness among working professionals was moderately positive and statistically significant, indicating that employees who engage more in JC experience higher work meaningfulness. As a result,  $H_0$  is rejected.

**Table 4 Overall regression of factors of Job Crafting with Employee engagement levels**

Factors of Job Crafting	Standardized Coefficients Beta	R Square	Sig.
Relational Crafting	.435	.189	< .001

*Note.* A stepwise regression analysis revealed Relational Crafting as the most significant predictor of Employee Engagement, explaining 18.9% of the variance in the independent variable JC. ( $F(1, 124) = 28.710, p < .001$ ).

**Table 5 Regression of factors of JC with engagement on the basis of Age Range**

Age Range	Factors of JC	Standardized Coefficients Beta	R Square	Sig.
23-33	Relational Crafting	.446	.199	< .001
34-44	Relational Crafting	.516	.266	.005
45-55	Task Crafting	.452	.204	.007

*Note.* Furthermore, the dimensions of Job Crafting were further regressed on the basis of age range. For the 23-33 age group, Relational Crafting explained 19.9% of employee engagement. For the 34-44 age group, Relational Crafting explained 26.6% of engagement. Task Crafting explained 20.4% of engagement for the 45-55 age group.

**Table 6 Regression of factors of JC with engagement on the basis of Gender**

Factors of JC	Standardized Coefficients Beta		R Square		Sig.	
	Gender		Gender		Gender	
	Men	Women	Men	Women	Men	Women
Relational Crafting	.541	.347	.293	.120	< .001	.005

*Note.* Stepwise Regression analysis of the factors of Job Crafting on the basis of gender revealed that for both men and women, "Relational Crafting" was a significant predictor of employee

## Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals

engagement levels. For men, 29.3% of the variance in engagement and 12% of the variance for women is explained by this model.

**Table 7 Overall regression of factors of MW with Employee Engagement levels**

Factors of WAMI	Standardized Coefficients Beta	R Square	Sig.
Positive Meaning	.626	.518	< .001
Greater Good Motivations	.160	.535	.038

Note. A stepwise linear regression analysis found that the "Positive Meaning" and "Greater Good Motivations" dimensions of Meaningful work are significant predictors of employee engagement, explaining 53.5% of the variance.

**Table 8 Regression of factors of MW with Engagement on the basis of Age Range**

Age Range	Factors of WAMI	Standardized Coefficients Beta	R Square	Sig.
23-33	Positive Meaning	.630	.578	< .001
	Greater Good Motivations	.254	.626	.008
34-44	Positive Meaning	.699	.488	< .001
45-55	Positive Meaning	.683	.467	< .001

Note. Stepwise regression analysis found that "Positive Meaning" and "Greater Good Motivations" were significant predictors of employee engagement across different age groups. These factors explained 62.6% of the variance in employee engagement for the 23-33 age group, 48.8% for the 34-44 age group, and 46.7% for the 45-55 age group.

**Table 9 Regression of factors of MW with Engagement on the basis of gender**

Factors of OCB	Standardized Coefficients Beta		R Square		Sig.	
	Men	Women	Men	Women	Men	Women
Positive Meaning	.435	.743	.474	.552	< .001	< .001
Greater Good Motivations	.387	-	.560	-	.001	-

Note. Regression analysis on the basis of gender revealed that "Positive Meaning" & "Greater Good Motivations" are significant predictors of employee engagement for men (56% of variance), & for women (55.28% of variance), with "Positive Meaning" playing a significant role.

## DISCUSSION

The aim of this research was to examine the impact of Job Crafting and Meaningful work on Employee engagement among working professionals. The study had a null hypothesis that there will be no significant correlation between Job Crafting and Engagement of employees as well as Meaningful work and Engagement levels of employees. The study further aimed to understand how the different factors of JC and MW predict employee engagement as well as understand if gender and age led to any variations in the impact of these factors on Engagement if there were any. The major findings of the study are:

## Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals

The first major finding of the study was the identification of correlation between the two variables JC and Employee Engagement which was taken out using Pearson's correlation coefficient. Table 1 shows that there exists a moderately positive and statistically significant correlation among Job Crafting and Employee engagement levels. The results indicate that as employees engage in higher levels of Job Crafting, their levels of employee engagement also increase. Thus, the Null hypothesis was rejected.

Numerous earlier researches have demonstrated that employees who engage in job crafting result in higher levels of employee engagement. The present study's findings are consistent with those of Ahuja and Chaturvedi (2017), Vermooten et al. (2019), Robledo et al. (2019), Letona-Ibañez et al. (2021), and Violinda et al. (2023), among others, who found that employee engagement levels are positively correlated with job crafting, which in turn applies that organisations should encourage employees to reshape their tasks, interactions, or perceptions which would lead to higher engagement and satisfaction among employees.

The second goal of the study was to evaluate the correlation between the variables Meaningful work and Employee Engagement which was taken out using Pearson's correlation coefficient. As we can see from Table 2, there exists a strong positive and statistically significant correlation among Meaningful work and Employee engagement levels. This means that when employees perceive their work as meaningful, they are more emotionally and cognitively invested in their roles which in turn increases their engagement levels. This confirms that meaningfulness is a key driver of engagement. Thus, the Null hypothesis was rejected.

Numerous studies and theories support the idea that meaningful work is a critical factor in employee engagement. For example, self-determination theory and job characteristics theory highlight how autonomy, variety, and significance in tasks contribute to employees finding their work meaningful and therefore more engaging. As a result, organizations that foster meaningful work experience, higher employee satisfaction, lower turnover, and better overall performance.

The third finding was to evaluate the correlation between the variables Job crafting and Meaningful work which was taken out using Pearson's correlation coefficient. As we can see from Table 3, there exists a moderately positive and statistically significant correlation between Job crafting and Meaningful work.

This suggests that employees who engage more in Job Crafting are more likely to perceive their work as meaningful. Organizations can enhance engagement by focusing on job design elements—especially variety, opportunities for growth, and autonomy—that help employees see their work as purposeful and valuable. Tims et al. (2016) demonstrated that employees who proactively adjusted their job demands and resources experienced improved demands–abilities and needs–supplies fit, with demands–abilities fit significantly contributing to greater work meaningfulness over time. Similarly, Junça-Silva et al. (2022) found that job crafting led to better performance through the mediating role of meaningful work, but this positive effect was diminished under conditions of high presenteeism.

The fourth finding was discovered using regression analysis to further understand the specific dimensions of JC and their impact on Engagement levels. Table 4, shows that out of the three factors of JC regressed against Engagement levels, only one factors i.e. Relational

## Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals

crafting is a significant Predictor of Employee Engagement levels. 18.9% of the variance in Engagement levels of the sample is attributed to the relational crafting factor of JC.

The research by Kunderagi and Patil (2024) states that the relational crafting dimension of job crafting has a positive and significant impact on work engagement. Relational crafting involves employees altering the nature or extent of their interactions with others at work. Relational crafting significantly boosts work engagement, suggesting that when employees proactively manage their workplace relationships, they are more likely to feel energized, dedicated, and absorbed in their work.

JC dimensions were also assessed on the basis of Age range to identify significant predictors of Engagement levels. According to Table 5, Relational crafting was a significant predictor of Engagement levels in the age range 23-33 i.e.: Individuals in their early stages of career. However, for the age range of 34-44 and 45-55, the factors relational crating and task crafting respectively are significant predictors of Engagement levels of Mid-career and Late career Employees. These findings are consistent with Kooij et al. (2017), who found that younger employees are more socially oriented in their job crafting behaviors (like building connections), which directly ties to relational crafting and early-career engagement.

Similarly, according to Table 6, on the basis of Gender the factor Relational crafting is a significant predictor of Engagement Levels in both Males and Females. Research by Ghani et al. (2020) reported that relational crafting positively impacts engagement across both genders, although women may emphasize interpersonal dynamics more.

The study also regressed the factors of Meaningful work to identify significant predictors of Engagement Levels. Table 7 shows that “Positive Meaning” and “Greater Good Motivations” dimensions of the scale acts as significant predictors of employee engagement in the entire sample. It accounts for 53.5% of the variance in employee engagement is explained by the combination of these two factors of Meaningful work. These findings are consistent with Allan et al. (2018) found that meaningful work contributes substantially to engagement, particularly when employees feel their work has positive societal impact (greater good motivation).

Meaningful work dimensions were also assessed on the basis of Age range to identify significant predictors of Engagement levels. According to Table 8, “Positive Meaning” and “Greater Good Motivations” was significant predictors of Engagement levels in the age range 23-33 i.e.: Individuals in their early stages of career. However, for the age range of 34-44 and 45-55, the factor Positive meaning was a significant predictors of Engagement levels of Mid-career and Late career Employees. The research by Rosso et al. (2010) proposed that early-career professionals seek broader purpose and social contribution (greater good), while more experienced professionals draw meaning from personal achievement and role identity.

Another interesting finding of this study was on the basis of gender (table 9), which reveals that for men, both the factors, positive meaning and greater good motivations, were significant predictors of employee engagement. On the other hand, for women, positive meaning presents itself as a significant predictor of employee engagement levels. The study highlights that job crafting and meaningful work significantly impact employee engagement and performance, with effects varying by age and gender. Relational crafting is more

## Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals

impactful for younger employees, while task crafting is more relevant in later career stages. Meaningful work predicts engagement, with personal significance more influential for older employees and women.

### CONCLUSION

In conclusion, this study demonstrates a significant positive relationship between job crafting, meaningful work and levels of employee engagement. This study contributes to the growing literature for both organisations and its people. It showcases that when employees are given the space to shape their work—through job crafting—they feel more engaged and find greater meaning in what they do. While the findings offer useful insights, especially in the Indian context, they're based on a limited sample and should be explored further. Even so, the message is clear: empowering employees to take ownership of their roles can lead to more meaningful, motivated, and impactful work lives.

### REFERENCES

- Ahuja, J., & Chaturvedi, N. (2017). Job crafting and employee engagement: A multivariate study. *NMIMS Management Review*, 34(1), 106-120.
- Alderfer, C. P. (1972). *Existence, relatedness, and growth: Human needs in organizational settings*. Free Press.
- Ariyanti, A. F., & Syah, T. Y. R. (2022). The effect of job crafting on work engagement on working students. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(2), 9000-9011.
- Gani, S. (2019). Impact of job crafting on work performance: Exploring the mediating role of work engagement (Doctoral dissertation, Central University of Kashmir).
- Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3–34. <https://doi.org/10.1016/j.riob.2008.04.002>
- Griffin, M. A., Neal, A., & Parker, S. K. (2007). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of Management Journal*, 50(2), 327–347. <https://doi.org/10.5465/amj.2007.24634438>
- Junça-Silva, A., Silva, S., & Caetano, A. (2022). Job crafting, meaningful work and performance: a moderated mediation approach of presenteeism. *SN Business & Economics*, 2(4), 31.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- Kundaragi, P. (2024). An Empirical Study on Role of Work Engagement between Job Crafting and Employees' Performance. *GBS Impact: Journal of Multi-Disciplinary Research*, 10(2), 40-53.
- Letona-Ibañez, O., Martínez-Rodríguez, S., Ortiz-Marques, N., Carrasco, M., & Amillano, A. (2021). Job Crafting and Work Engagement: The Mediating Role of Work Meaning. *International Journal of Environmental Research and Public Health*, 18(10), 5383. <https://doi.org/10.3390/ijerph18105383>
- Mezirow, J. (1981). A critical theory of adult learning and education. *Adult Education Quarterly*, 32(1), 3–24. <https://doi.org/10.1177/074171368103200101>
- Molden, D. C., & Dweck, C. S. (2006). Finding “meaning” in psychology: A lay theories approach to self-regulation, social perception, and social development. *American Psychologist*, 61(3), 192–203. <https://doi.org/10.1037/0003-066X.61.3.192>
- NGUYEN, H. M., NGUYEN, C., NGO, T. T., & NGUYEN, L. V. (2019). The effects of job crafting on work engagement and work performance: A study of Vietnamese

## Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals

- commercial banks. *The Journal of Asian Finance, Economics and Business*, 6(2), 189-201.
- Noesgaard, M. S., & Jørgensen, F. (2021). *Job crafting: A review of empirical studies and future research directions*. *Journal of Organizational Effectiveness: People and Performance*, 8(2), 137–156.
- Pratt, M. G., & Ashforth, B. E. (2003). Fostering meaningfulness in working and at work. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organizational scholarship: Foundations of a new discipline* (pp. 309–327). Berrett-Koehler.
- Robledo, E., Zappalà, S., & Topa, G. (2019). Job Crafting as a Mediator between Work Engagement and Wellbeing Outcomes: A Time-Lagged Study. *International Journal of Environmental Research and Public Health*, 16(8), 1376.
- Sakuraya, A., Shimazu, A., Imamura, K., Namba, K., & Kawakami, N. (2016). Effects of a job crafting intervention program on work engagement among Japanese employees: a pretest-posttest study. *BMC psychology*, 4, 1-9.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two-sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92. <https://doi.org/10.1023/A:1015630930326>
- Slemp, G. R., & Vella-Brodrick, D. A. (2013). *The Job Crafting Questionnaire: A new scale to measure the extent to which employees engage in job crafting*. *European Journal of Work and Organizational Psychology*, 22(5), 567–577.
- Tims, M., Derks, D., & Bakker, A. B. (2016). Job crafting and its relationships with person–job fit and meaningfulness: A three-wave study. *Journal of Vocational Behavior*, 92, 44-53.
- Van Wingerden, J., Poell, R. F., & Taris, T. W. (2023). A longitudinal meta-analysis on the relationship between job crafting and work engagement. *Journal of Vocational Behavior*, 141, 103794.
- Vermooten, Nicola, Boonzaier, Billy, & Kidd, Martin. (2019). Job crafting, proactive personality and meaningful work: Implications for employee engagement and turnover intention. *SA Journal of Industrial Psychology*, 45(1), 1-13. <https://doi.org/10.4102/sajip.v45i0.1567>
- Violinda, Q., Setyorini, N., Nugraha, A. E. P., Noorzeha, F., & Som, S. (2023). The impact of job crafting on job engagement with meaningfulness of work as a mediating variable: A research in Indonesia and India. *Psikohumaniora: Jurnal Penelitian Psikologi*, 8(2), 275-294.
- Wrzesniewski, A. (2003). Finding positive meaning in work. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organizational scholarship: Foundations of a new discipline* (pp. 296–308). Berrett-Koehler.
- Wrzesniewski, A., LoBuglio, N., Dutton, J. E., & Berg, J. M. (2013). Job crafting and cultivating positive meaning and identity in work. In A. B. Bakker (Ed.), *Advances in positive organizational psychology* (Vol. 1, pp. 281–302). Emerald Group Publishing. [https://doi.org/10.1108/S2046-410X\(2013\)0000001015](https://doi.org/10.1108/S2046-410X(2013)0000001015)

### **Acknowledgment**

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

### **Conflict of Interest**

The author(s) declared no conflict of interest.

**Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals**

***How to cite this article:*** Falguni (2025). Exploring The Impact of Job Crafting and Meaningful Work on Employee Engagement among Working Professionals. *International Journal of Indian Psychology*, 13(4), 1337-1350. DIP:18.01.123.20251304, DOI:10.25215/1304.123