T.C.

ANKARA YILDIRIM BEYAZIT UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCES

THE MEDIATING ROLE OF JOB CRAFTING IN THE RELATIONSHIP BETWEEN CREATIVITY SELF AND CAREER SATISFACTION: AN EMPIRICAL STUDY

MASTER'S THESIS

SHUKURAT ADEOLA ABDULAZEEZ

DEPARTMENT OF MANAGEMENT AND ORGANIZATION

ANKARA, 2025

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Supervisor

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ANKARA, 2025

APPROVAL PAGE

The thesis study titled "THE MEDIATING ROLE OF JOB CRAFTING IN THE RELATIONSHIP BETWEEN CREATIVITY-SELF AND CAREER SATISFACTION: AN EMPIRICAL STUDY", prepared by SHUKURAT ADEOLA ABDULAZEEZ, was unanimously approved by the following jury as a master's thesis in Ankara YıldırımBeyazıt University Social Sciences Institute, in the program of Management and Organization.

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Director of the Institute of Social Sciences

DECLARATION

I declare that this thesis is my own work, that I have not had any unethical behavior violating patents and copyrights at all stages from the planning to writing of the thesis, that I have obtained all the information in this thesis within academic and ethical rules, and that I have cited all the information and comments used in this thesis.

SHUKURAT ADEOLA ABDULAZEEZ

Date: 22/07/2025

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To Him belongs all the Glory

ÖZET

Yaratıcı Benlik ve Kariyer Doyumu Arasındaki İlişkide İş Becerikliliğinin Aracı Rolü: Ampirik Bir Çalışma

Günümüzün hızla değişen örgütlerinde, çalışanların iş rollerini şekillendirirken yaratıcılık ve yenilikçilik göstermeleri beklenmektedir Ancak, çalışanlar görevlerini, ilişkilerini veya işlerine ilişkin görüşlerini ayarlamak için adımlar atmadıkları sürece, sadece yaratıcı olmak kariyer doyumuna yol açmayabilir. Bu araştırmada, iş becerikliliğinin, yaratıcı bireylerin işlerinde daha fazla anlam ve tatmin bulmalarına yardımcı olabilecek bir araç olup olmadığı incelenmiştir.

Çalışmada nicel bir yaklaşım kullanılmış ve kesitsel bir tasarım uygulanmıştır. Veriler Nijerya, Lagos'ta farklı sektörlerdeki çalışan profesyonellerden toplanmıştır. Üç temel alanı ölçmek için yapılandırılmış bir anket kullanılmıştır: yaratıcı benlik, iş becerikliliği ve kariyer doyumu. Çeşitli istihdam türleri ve endüstrilerden veri sağlamak için, örneklem yöntemi olarak tabakalı rastgele örnekleme kullanılmıştır. Çalışmada 300 katılımcıdan oluşan bir örneklem kullanılmıştır. Analizde, aracılık testinde kullanılan modern bir istatistiksel yöntem olan HAYES Process Makro Model 4 kullanılmıştır.

Sonuçlar, yüksek yaratıcı benliğe sahip kişilerin iş becerikliliği davranışlarında bulunma olasılıklarının daha yüksek olduğunu göstermiştir. Bulgular ayrıca iş becerikliliğinin kariyer doyumunun güçlü bir yordayıcısı olduğunu ortaya koyarak, anlamlı ve ilgi çekici kariyeri kolaylaştırma potansiyelini vurgulamıştır. Daha da önemlisi, analizler, iş becerikliliğinin yaratıcı benliğin kariyer doyumuna dönüştürülmesinin bir yolu olduğunu doğrulamıştır. Bu bulgu, kendilerini yaratıcı olarak gören çalışanların, işlerini yetenekleri ve değerleriyle uyumlu olacak şekilde anlam ve tatmin sağlayacak şekilde yeniden tanımlama olasılıklarının daha yüksek olduğunu göstermektedir.

Bu bulgulardan, örgütlerin harekete geçebileceği çeşitli uygulama sonuçları ortaya çıkmaktadır. İşverenler, uyarlanabilir rol tasarımı, özerkliği destekleyen liderlik ve yaratıcı benliği geliştiren eğitimleri teşvik ederek, iş becerikliliğinin teşvik edildiği bir örgüt kültürü yaratabilirler. İş becerikliliğine yatırım yapmak bu nedenle çalışanlara ve örgütlerine önemli faydalar sağlayabilir.

Anahtar Kelimeler: Yaratıcı Benlik, İş Becerikliliği, Kariyer Doyumu, Lagos, Nijerya.

ABSTRACT

The Mediating Role of Job Crafting in the Relationship Between Creativity Self and Career Satisfaction: An Empirical Study

In today's rapidly evolving organizations, employees are expected to demonstrate creativity and innovation in shaping their job roles. However, mere creativity may not lead to career satisfaction unless individuals actively work to modify their responsibilities, relationships, or outlook on their employment. This research examined whether job crafting could serve as a means for creative individuals to find greater meaning and fulfillment in their jobs.

The study utilized a quantitative approach and adopted a cross-sectional design. Data were collected from professionals across various industries in Lagos, Nigeria. A structured questionnaire was used to assess three key areas: Self-creativity, job crafting, and career satisfaction. To provide data from a diverse range of employment kinds and industries, the sample was drawn using stratified random sampling. The study had a sample size of 300 participants. In the measurement of mediation effects, the analysis employed Hayes's PROCESS Macro Model 4, which yields an unbiased estimation of indirect relationships in the case of mediation.

The results demonstrated that individuals with high creativity-self were considerably more likely to engage in job crafting behaviors. The findings also revealed that job crafting was a strong positive predictor of career satisfaction, highlighting its potential to facilitate meaningful and engaging professional lives. Importantly, the analysis confirmed that job crafting is one way creative self is converted into enhanced career satisfaction. This suggests that employees who view themselves as creative are likely to redefine their jobs so that it has meaning and satisfaction, aligning with their abilities and values.

Several practice implications arise from these findings that organizations can take action on. By fostering adaptable role design, autonomy-supportive leadership, and formal training programs that cultivate creative confidence, employers can create an organizational culture where job crafting is encouraged. Investing in job crafting can therefore yield substantial benefits to individuals and their organizations.

Keywords: Creativity-Self, Job Crafting, Career Satisfaction, Lagos, Nigeria.

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1. INTRODUCTION

In today's competitive labor market, employees are expected to take the initiative in delineating their job duties so that they satisfy both organizational requirements and personal objectives (Dumas & Sanchez-Burks, 2015). Those who perceive themselves as creatively adept, or who harbor a strong conviction in their creative capacity, are frequently connected to higher levels of job enjoyment (Sacchetti & Tortia, 2013). However, a creative self-perception, on its own, may not be adequate to secure lasting career satisfaction. Within this paradigm, the concept of job crafting takes center stage.

Job crafting is a relatively recent concept in organizational behavior research, in which employees take it upon themselves to modify the nature of their work as they see fit to align it with their interests and career goals. Wrzesniewski and Dutton (2001), define job crafting as the physical and cognitive adjustments that individuals make in their work, relationships, and views to align their jobs with their competencies, convictions, and aspirations. Though this concept holds great potential to boost individual and organizational performance, the importance of this concept in re-arranging many working situations that impact outcomes has not been fully explored. Organizational behaviour experts consider job crafting an important topic these days because it influences many work outcomes, such as job satisfaction, performance, and career growth (Demerouti, 2014; Tims *et al.*, 2013).

Job crafting was first introduced as a process through which employees can tailor their jobs to match their self-concept (Demerouti & Bakker, 2013). It has since evolved into an even more comprehensive concept of employee-initiated job redesign (de Barros, 2018). The premise is based on the strength of employees to re-create what they do, the way they engage with others, and the significance of their job. Not only does this encourage independence, but it also lets people reveal their strengths. Job crafting enables employees to tap into their creative potential, discover innovative solutions to problems, and devise new approaches to performing their duties (Demerouti, 2014). Job crafting, therefore, serves as a tool for promoting innovation even in a tight organizational structure that would otherwise discourage innovation.

Over the past few years, scholars have become increasingly interested in the relationship between creativity and career satisfaction (Li et al., 2023; Oh & Pyo, 2023; Zhang & Zhu, 2024). Creativity has been extensively acknowledged as one of the primary

sources of innovation, redirection, and a path to personal success, and can also lead to increased job satisfaction among employees (Hennessey & Amabile, 2010). Not only do people have the freedom to work, but they are also allowed to be inventive; as a result, they tend to exhibit high job satisfaction, changing jobs only in rare cases (Shalley & Gilson, 2004). However, one must emphasize that the connection between creativity and career satisfaction is not so direct and is affected by other variables such as job crafting (Klonsky & May, 2015). The majority of organizations are not fully exploiting the creative potential of their employees, mostly due to rigid job design or ineffective management strategies. These can result in high levels of job satisfaction among creatively inclined employees being gradually eroded (Nijstad *et al.,* 2010). This study aims to explore how job crafting serves as a mediating factor between creativity self and career satisfaction.

Although previous studies have provided evidence of the effects of job crafting on variables such as job engagement, organizational commitment, and job performance (Bakker &Demerouti, 2017; Bakker *et al.,* 2012), its impact in the domains of creativity-self and career satisfaction has not been established. Accordingly, this research will fill this gap by exploring the mediating role of job crafting on the association between creativity-self and career satisfaction. The research is theoretically based on the foundations of job crafting theory. As suggested by Wrzesniewski and Dutton (2001), creative employees tend to engage in job crafting to achieve overall job satisfaction.

The study offers both theoretical richness, academic relevance and practical applicability. Theoretically, this research would widen our knowledge base by providing evidence on how job crafting influences the relationship between creativity-self and career satisfaction. It complements the previous studies (Tang *et al.,* 2024; Zarei, 2021) by providing a nuanced view of the linkages. In practice, the findings will be useful to both academic and business executives interested in developing a work culture that enhances employee well-being and organizational progress.

The findings from this study can be applied to strategic planning and people-operations activities that enable employees to take control of their tasks and find innovative solutions to problems, which should be prioritized in the work of Joo et *al.* (2014). In a world where creativity and employee well-being are at the forefront of corporate strategies, this study presents a set of recommendations on establishing a culture of creativity,

independence, and self-improvement in the workplace (Gunday *et al.,* 2011; Narenji et *al.*, 2022).

In addition, enabling employees to redesign their jobs aligns with evidence that empowering workers to redesign their work increases job satisfaction, commitment, and innovative outcomes (Celestin *et al.*, 2024). With modern organizations facing ever-changing problems, the idea of prompting individuals to customize their jobs to utilize their creativity strengths also has advantages, not only for the employees but also contributes to organizational performance (Zhou *et al.*, 2023).

The current research primarily focuses on analyzing the connection between the concepts of creativity-self, job crafting, and career satisfaction in general organizational contexts. While the investigation focuses on individuals in creative positions, its findings are expected to have broader implications for numerous other professional settings. Information will be gathered from individuals representing diverse organizations to broaden the generalizability of the findings.

The study begins by conducting an exhaustive review of the existing literature on creativity, job crafting, and career satisfaction. Next, a literature review is introduced, in which the concept and theories relating to job crafting, creativity-self, and their relationships are discussed. The following chapters describe the research methodology. The findings of the empirical analysis are presented, and a discussion of the findings is provided. Finally, the conclusion and the practical implications of the findings are presented.

2. LITERATURE REVIEW

This chapter synthesizes the literature on job crafting, creativity-self, and career satisfaction. It also analyzes theoretical models which describe the relationship between job crafting and creativity-self, as well as career satisfaction, and how these relationships affect each other.

2.1. Job Crafting Concept

Within organizational psychology, job crafting has become an important concept that highlights how employees can take the initiative to design their jobs in a way that aligns with their personal goals and objectives at work. The term was coined by Wrzesniewski and Dutton (2001) and describes intentional changes in the objective aspects of a job, as well as the inner subjective understanding of it. This concept is highly valued in contemporary employment markets, where workers appreciate freedom, flexibility, and a sense of significance in their positions.

2.1.1. Core Dimensions of Job Crafting

The model suggested by Wrzesniewski and Dutton (2001) describes three fundamental aspects of job crafting:

i. Task crafting: In this dimension, employees take an active part in modifying their workload by adjusting the variety, frequency, or level of responsibility of their tasks. People can take on new projects, simplify their routines, or spend more time doing something they identify with. For example, a person can select a project that builds on existing knowledge or enables them to learn something new. In such a way, employees will mould their work to be more inspiring and career-related.

ii. Relational Crafting: Altering the nature or extent of interaction with colleagues at the workplace. This type of crafting involves fostering supportive relationships, minimizing interactions with negative individuals and expanding the network to include coworkers who contribute value and motivation. Such employees who value the development of positive connections, e.g., would be more successful at creating a collaborative and joyful workplace (Berg *et al.,* 2013). Relational crafting enables employees to access social resources that support their well-being and job satisfaction.

iii. Cognitive Crafting: This method involves shifting one's perspective towards the work itself. This dimension helps employees perceive their jobs differently, thus making the tasks appear more meaningful or part of a larger purpose. An employee in the healthcare sector, such as a nurse, might not view their duties as mere actions, but as a valuable effort that improves the lives of their patients. Cognitive craftsmanship enhances a higher level of engagement and purpose (Slemp & Vella-Brodrick, 2013). Such dimensions, being task, relational, and cognitive, are often intertwined with one another, and employees can adjust various aspects of their duties to enhance their working experience (Grant & Parker, 2009). As a team, they develop an entire structure that allows employees to tailor their jobs.

2.1.2. Frameworks for Implementing Job Crafting

Organizations are becoming aware of the benefits of aligning employees' efforts with their job roles to match their skills and values. Over the last several years, various frameworks have been introduced for implementing job crafting, each offering a structured approach to encourage and sustain job crafting initiatives. These frameworks exist to improve employee well-being, heighten workplace engagement, and synchronize organizational and individual objectives (Slemp & Vella-Brodrick, 2013; Tims& Bakker, 2010).

Viewing job crafting through a lens of strengths is extremely useful since it enables employees to maximize their innate abilities to enhance their work (Slemp& Vella-Brodrick, 2014). In this strategy, organizations identify and develop the individual strengths of every employee, thereby allowing each one to create tasks or projects that leverage their greatest strengths. The strategy employs the positive psychology framework built by Seligman (2002), and it centres on the belief that human beings will experience better well-being and perform better as long as they are allowed to do what they can. Consider, for example, a strengths-based job crafting intervention through a series of workshops where employees identify their key strengths, such as creativity or analytical skills, and learn how to leverage these strengths in their everyday work. Not only does it enhance the level of engagement, but it also trains the employees' capabilities in line with the organizational objectives.

Research has shown that individuals who engage in strength-based job crafting are more motivated and productive (Petrou *et al.*, 2015, 2018). One drawback of this strategy is that it may not apply to workers who have relatively fixed jobs with little flexibility to change

their roles (Slemp & Vella-Brodrick, 2014). Such situations may require alternative approaches to enhance job design or job generation when new job opportunities become limited.

One of the key innovations introduced by job crafting studies is the development of formalised intervention programs that can be used to educate and motivate employees to be proactive in defining their jobs (Costantini *et al.*, 2022). Such initiatives usually feature interactive workshops, facilitated feedback sessions and role-playing games meant to assist the individuals to discover areas of customization in their job(i.e. their activities (task crafting), with whom (relational crafting) or how to think about their jobs (cognitive crafting). Structured interventions provide a step-by-step roadmap, especially for those unfamiliar with the concept or who may be reluctant to make the changes themselves. One of them is the Job Crafting Exercise by Berg *et al.* (2013). The first step is to outline the existing responsibilities and point to those that seem unsatisfying to the participants. They then set specific goals for redesigning their work. This systematic method promotes critical thinking, enabling one to develop thoughtful ideas through careful planning, making work highly meaningful and rewarding. One of the key advantages of this method is that it embeds responsibility and habit in job crafting; it is no longer an occasional thought, but now an embedded habit. According to Rudolph *et al.* (2017), these kinds of interventions have the potential to be highly effective at increasing participation and overall job satisfaction. They concluded that they will, however, be both time- and cost-consuming, which may be draining for smaller organizations or those with strict budgets.

In addition to formal training programs, peer-managed informal practices have become a popular and eco-friendly approach to job redesign (Bindl *et al.*, 2019). They are bottom-up, based on the robustness of workplace relationships that allow employees to rethink their work through peer communication rather than an official program. For example, small teams will come together to discuss work-related problems, share information, and set priorities based on more significant issues that are of interest to them and within their area of competence. This activity fosters a culture of mutual role development, which typically requires minimal financial or administrative resources (Knight *et al.*, 2021). Studies have shown that peer job crafting has been instrumental in creating a supportive team environment where collaboration is the core concern (e.g., healthcare workers or educators) (Roczniewska *et al.*, 2023). Through reciprocal strategy exchange, staff are in a position to acquire

experience from others and discover new ways to increase job fit. These informal networks are highly appealing because they are low-cost; however, their effectiveness may fluctuate widely based on group dynamics and the regularity of attendance.

Psychological theories, such as self-determination theory (SDT) and social exchange theory (SET), as well as the job demand-resources (JD-R) framework, offer explanations for why employees tailor their jobs and how job crafting influences their workplace experiences.

Self-Determination Theory (SDT), developed by Deci and Ryan, posits that people require autonomy, competence, and relatedness to be motivated and achieve well-being (Deci & Ryan, 2000). Job crafting can enable employees to meet these needs by giving them control over their jobs (autonomy), enhancing their abilities through job modifications (competence), and fostering a strong bond with coworkers (Zarei, 2021). SDT assumes that fulfilling these needs is necessary to increase intrinsic motivation and job satisfaction. Job crafting is a logical continuation of employees' attempts to create a more valuable working environment.

The Social Exchange Theory (SET), proposed by Blau, suggests that job crafting depends on the support and resources offered by an organization to its members (Blau, 1964). When individuals are respected and motivated at the workplace, they tend to work hard in redefining their roles. In this way, job crafting can be considered a two-way behavior where people reciprocate by increasing their performance and engagement levels. Such reciprocal communication fosters a strong level of organizational commitment and loyalty. Tims *et al.* (2013) reported that the creation of job positions was associated with significant increases in job satisfaction, work engagement levels, and psychological well-being. Employees who have a clear understanding of their roles generally experience reduced stress because they face fewer constraints in their workload and interpersonal relationships (Slemp& Vella-Brodrick, 2013). Job crafting likewise fortifies resiliency by enabling individuals to attend to job aspects that are personally supportive and meaningful as they adjust to workplace challenges (Rudolph *et al.*, 2017).

Within the Job Demand-Resources (JD-R) framework, information is provided on how effective job design contributes to employee well-being. As Bakker and Demerouti (2017) emphasize, job resources—such as collegial support and autonomy—decrease burnout and cultivate engagement, whereas excessive job demands—for instance, a heavy workload—can provoke stress. Job crafting is an active endeavour through which employees

manage their resources and expectations, enabling them to improve how they secure support from relationships and eliminate unnecessary tasks. Customizing one's occupation allows employees to develop heightened expectations and resources, consequently leading to greater job satisfaction and a lower incidence of burnout (Tim *et al.*, 2015).

When employees can align their tasks with their capabilities and interests, both the organization and the individual benefit from the creation of new positions. Since these engaged workers tend to perform well and remain committed to their roles, the organization can, in turn, boost productivity (Bakker *et al.*, 2012). Moreover, job crafting promotes creativity, since employees who experience a sense of responsibility are more likely to seek innovative solutions and means of improvement. A good workplace culture can also be achieved through job crafting. The more workers can craft their workplaces, the more they will tend to respect autonomy, creativity, and collaboration in their work environment. As an illustration, the high-performing teams are often characterized by a well-developed support network that fosters trust and cooperation. Consequently, the turnover rate might decrease, teamwork increases, and the overall staff become more motivated in firms that promote job crafting (Lu *et al.*, 2014).

2.1.3. Criticisms and Limitations of Job Crafting

A significant issue with job crafting is the disparity in access to job opportunities across different roles and organizational tiers within companies. According to Costantini *et al.* (2022), the higher the position or the higher the level of autonomy, the more opportunities employees have to flex their tasks, relationships, and cognitive dimensions of their job. By contrast, workers in roles that are less flexible, more routine, or less autonomy-based often lack the flexibility needed to engage in effective job crafting. Such a difference can exacerbate pre-existing inequalities in businesses because those on a lower level will not be able to adjust their duties to align more closely with their interests and capabilities, resulting in decreased satisfaction and higher turnover in such occupations.

The other disadvantage of job crafting is that it may unintentionally lead to confusion and inefficiency within an organization (Albert, 2022). By allowing employees to alter their jobs through crafting, they may end up with incoherent or unclear job responsibilities, especially when they switch tasks in a manner that is not aligned with the critical goals. These developments can lead to a lack of congruency in team processes, resulting in

misconceptions regarding job ownership and task responsibility, which in turn impact performance within the organization. Moreover, ad hoc job crafting can contradict corporate interests, primarily when a staff member designs personal roles and pursues their interests rather than those of the team or the corporation (Petrou et *al.*, 2015). Such a potential misfit highlights the importance of a methodical approach to work design, in which changes initiated by employees are in sync with individual and organizational objectives.

Furthermore, the job crafting is often limited by the absence of administrative support and guidance, which may diminish its effectiveness (Albert, 2022). Managers may fear that the freedom given to employees to redesign their jobs can interfere with established work processes or diminish their control. Those employees who are not properly helped and guided may struggle to find adequate methods to improve their positions, or they may be too afraid to initiate changes. This highlights the importance of job crafting training and the support provided by the organization, along with open dialogue between managers and subordinates, in defining and aligning roles with team goals (Reid, 2019). To overcome the aforementioned limitations, businesses can utilize systematic job crafting programs and training that enable individuals to explore the possibilities of meaningful role changes within defined boundaries, ensuring that job crafting does not conflict with organizational requirements.

2.2. Creativity and Self-Concept in the Workplace

Creativity and self-concept are becoming increasingly important elements in the modern workplace, and both play a crucial role in employee involvement, innovation, and organizational achievement (Davies, 2013; Tang, 2017). Since creativity is defined as the generation of original and beneficial ideas, it is a crucial attribute for companies seeking to remain competitive and adaptable in rapidly evolving markets (Hennessey &Amabile, 2010). Self-concept, which is the perception of oneself on cognitive, emotional, and social levels (Rogers, 1951), defines how employees view their abilities, ambitions, and usefulness in their job (Beheshtifar & Rahimi-Nezhad, 2012).

2.2.1. The Role of Self-Concept in Fostering Workplace Creativity

Self-concept is also important in an environment where there is an appreciation of creativity; it may help foster a favorable image of oneself, which may lead to better innovative thinking, problem-solving skills, and general work performance (Abdullah *et al.*, 2017). Self-efficacy, or the individual's belief in their ability to complete tasks, significantly influences their creative output. Bandura's (1997) social cognitive theory emphasizes that self-efficacy not only influences how people feel, think, and encourage themselves but also determines their capacity to recover after adversity. A strong sense of self-worth facilitates engagement in challenging tasks and perseverance in the face of difficulties that are inherent in generating original solutions in creative jobs. This is affirmed by Tierney and Farmer (2002), who found that highly creative, self-efficacious employees are more likely to engage in creative tasks because they are confident in their ability to contribute innovative ideas. The fact that empowered employees can be creative also leads to the conclusion that increasing self-efficacy may be a relevant tactic employed by companies seeking to enhance creativity.

How one perceives their sense of professional self, especially in cases where their perception of their identity aligns with the creative purpose of their organization, is a powerful element that may influence how individuals contribute creatively to work (Davies, 2013). This internalized identity, i.e., the way individuals define themselves in a particular role in a working environment, has a significant influence on the way individuals think, the decisions they make, and also on their openness to learn new concepts (Ashforth *et al.*, 2008). By internalizing the problem-solving or innovating identity, an individual will be better positioned to act in a manner that actively reinforces those innovative intentions (Pratt *et al.*, 2006). For instance, a programmer who identifies themselves as a pioneer, in addition to a technician, is more likely to generate innovative solutions, as they position these behaviors as integral to their identity. This identity will also enhance commitment to the organization by connecting personal values to organizational ends, thus reducing conflict within and creating more innovative energy.

Aside from individual ideologies, how the organization treats its employees is important in the self-concept of the latter (Liu & Liu, 2016). The sense of being respected and empowered in a working environment can enhance an individual's self-concept, ultimately increasing their confidence level and creative drive. According to the literature,

people exhibit increased rates of creative risk-taking and thinking outside the box following a state of recognition and the feeling of psychological protection (Chen *et al.*, 2015; Gardner *et al.*, 2015). At the same time, organizational contexts where autonomy and a specific direction towards personal and professional growth are prioritized generally foster trust, resulting in innovative performance outcomes (Jurek & Besta, 2021; McIntyre *et al.*, 2014). The given empowering conditions remain essential in modern, dynamically changing work environments, where problems become increasingly complex and unprecedented in their character (Bandura, 2023).

2.2.2. The Interrelated Connection between Creativity and Self-Identity

Self-identity also significantly contributes to how receptive workers are to learning new things and innovating solutions (Voccola, 2024). Self-worth, identity, and self-efficacy are also significant in creative engagement, as they influence perceptions of strengths and abilities (Pretz& Nelson, 2017). Bandura's self-efficacy theory (1997) suggests that confidence in performing certain tasks enhances persistence, risk-taking, and resilience — essential factors for creativity. For instance, individuals with high creative self-efficacy are more likely to attempt creative tasks because they are confident in their ability to generate new and valuable ideas (Tierney & Farmer, 2002).

Accordingly, a constructive self-identity, particularly one that is underpinned by robust self-efficacy, serves as a booster for creativity, allowing individuals to venture into creative risks with minimal fear of failure (Pretz & Nelson, 2017). Creative expression is also shaped by identity, as it influences how individuals perceive their role or purpose. Those who regard themselves as innovators, problem solvers, or agents of development are more apt to devote effort to creative activities (Pratt *et al.*, 2006). Where creativity is a central part of their self-concept, they will embrace new ideas even in situations where there is uncertainty or possible limitations. Those who have developed a creative self-concept can more effectively view a challenge as an opportunity for growth and development, rather than a threat to the self. Creativity has the potential to expand one's self-concept by challenging people to discover multifaceted aspects of their personality and capabilities (Dollinger *et al.*, 2005). Engaging in creative endeavors often uncovers fresh strengths, ideas, and ideals that individuals can entwine with their self-concept. For instance, a person who regards themselves as analytically oriented may discover a creative or inventive facet through engaged artistic endeavour, thereby expanding their self-image.

An equally pivotal factor in this bidirectional connection between creativity and self-identity is the self-judgmental component of self-esteem (Dollinger & Dollinger, 2017). Individuals' self-esteem can equip them with the courage to undertake creative endeavors, and then surmounting such challenges can, in turn, elevate self-esteem by reinforcing perceptions of competence and originality. A favorable self-image in workers can prompt them to voice their ideas, venture into unexplored territories, and embrace calculated risks—each of which is vital to creative expression (Barbot, 2020). Baas *et al.* (2008) argue that self-esteem cultivates a positive emotional state, and such positivity is linked to higher levels of creativity. Thus, organizations that develop a positive environment in which staff members are both appreciated and respected can increase their self-esteem and, subsequently, their input into the creative process.

Additionally, individuals who can engage in creative work successfully are more likely to possess greater self-esteem, which further predisposes them to approach new problems creatively. Low self-esteem, conversely, can hamper creativity, as individuals fear judgment or failure. However, providing low self-esteem individuals with creative activities and positive feedback can also increase their self-esteem, and with this experience comes an interest in further exploring creativity (Dollinger *et al.*, 2005). This is a cyclical association between creativity and self-esteem, meaning that small creative achievements will raise self-esteem and, over time, encourage more creativity.

The social environment also influences the feedback relationship existing between creativity and self-identity (Nealy, 2013). Supportive, acknowledging, and constructive criticism environments help individuals perceive themselves as creative contributors, maintaining a positive self-image. Once leaders and colleagues acknowledge and support creativity in the workplace, people will be more willing to incorporate it into their self-identity and pursue innovative careers. According to the systems model of creativity, self-identity, which is based on the appreciation and celebration of people's creative work, can be shaped by the social environment, especially in societies where some groups or communities value creativity and drive individuals to excel in their creative activities (Holmes, 2020).

2.2.3. Organizational Benefits of Fostering Creativity and Positive Self-Concept

At a time when technology is changing rapidly and the world is becoming increasingly complex, organizations need to be creative to ensure their survival and competitiveness. Employees with the ability to think creatively bring new ideas and thoughts to their organizations, which enables them to change and adapt to the changing demands of the market. Kaufman and Sternberg (2010) assert that highly creative organizations can identify and capitalize on new opportunities more effectively, prompting the introduction of innovative products and services that differentiate them from competitors. Additionally, innovative enterprises can better survive turmoil by adjusting their strategy and creating new ways to respond to unforeseen challenges.

Companies that adopt innovation are likely to record higher financial gains. Rajapathirana and Hui (2018), have documented that companies in the technology and finance sectors have shown an evident connection between creative work and increased profit margins, which emphasizes the competitive benefits of encouraging creative thought. The construction of positive self-image in employees also significantly contributes to the enhancement of engagement, motivation and job fulfilment. As indicated in the study by Lyons and Bandura (2019) in Development and Learning in Organizations, a sense of confidence in one's ability to complete tasks, known as self-efficacy, has a significant impact on motivation, persistence, and learning, which in turn contribute to high-performance results. People who believe in themselves tend to accept challenges, put in longer-term effort and overcome setbacks. Employees are more motivated and productive when they have something to look forward to, such as training, developmental opportunities, and positive feedback, which contributes to the success of an organization.

Additionally, teams that operate in an environment where members feel psychologically safe to present new ideas will generate more creative solutions. The employees will feel free to contribute their ideas without fear of being criticized, and this will create a sense of cooperation and creative problem solving (McIntyre *et al.*, 2014). Self-efficacy also positively affects open communication, active feedback, and mutual respect, which are factors that decrease conflict and enhance the quality of communication (Lyons & Bandura, 2019). Employees in these friendly climates are more likely to be flexible and innovative, benefiting both the individual and the organization.

Investigations conducted by Stollberger *et al.* (2019) demonstrate that a team atmosphere in which members are not afraid to volunteer opinions and ideas, without fear of criticism, is likely to encourage more creative thinking, which often leads to balanced answers to complex problems. Through these open-minded environments, organizations will be able to boost team spirit and create an atmosphere where teamwork and collective thinking will be the standard. Once people uphold a safe and healthy sense of personal identity at a group level, this almost always results in more open communication and better interpersonal relationships among team members. As a result, in turn, when imaginative thinking is promoted in the company, with a simultaneous emphasis on maintaining a high level of self-confidence among employees, the outcome is usually an increase in the level of interpersonal relationships, the simplification of working processes, and an increase in the overall productivity of the team. When employees feel empowered and their opinions are taken into consideration, they are more likely to offer ideas, accept constructive feedback, and engage with others, resulting in more peaceful interactions with reduced conflict (Consiglio *et al.*, 2016).

Companies that promote innovative thinking and assist their employees in developing a high level of self-esteem are more likely to enjoy greater employee retention and a stronger individual-organizational bond (Khalique & Singh, 2019). Once employees feel that their creativity is valued and their self is validated in the work environment, they will be more emotionally attached to the organization's mission and less prone to leaving. According to Chan (2019), employment that actively promotes intellectual independence is more likely to enhance job satisfaction and commitment, thereby reducing the likelihood that employees will seek alternative employment. This is particularly true in workplaces where maintaining talented staff is a challenge and replacement costs are high. In addition, companies which deliberately cultivate individual development and self-confidence among their employees make them better able to face challenges.

Spreitzer *et al.* (2005) argue that organizations which nurture their employees' self-concept achieve higher levels of organizational commitment, since workers feel recognized and appreciated. As a result, these staff members exhibit greater commitment to the organization and regularly surpass their prescribed duties. Organizations that cultivate innovation and nurture a positive self-concept demonstrate greater flexibility and are better equipped to counter external constraints (Kini *et al.*, 2024). The greater the people's

creativity, the easier they adapt to change and devise new solutions to emerging challenges, thus rendering the organization more adaptable. Employees who hold a positive, favorable self-image likewise experience burnout less frequently and tend to react constructively when faced with challenges (Abdelhamied, 2018).

2.2.4. Challenges and Limitations of Creativity and Self-Concept in the Workplace

The central concern is that creativity frequently runs counter to organizational structure and standardization, particularly in big corporations marked by rigorous hierarchies and well-established procedures (Laker, 2024). Shalley and Gilson (2004) observed that creativity thrives when individuals enjoy autonomy and flexibility. This condition may be hard to achieve in highly rigorous organizations owing to their emphasis on control and predictability. These systems stifle creativity, leaving the employees crippled and preventing them from reaching their highest creative potential.

Accordingly, to foster innovation, organizations frequently need to modify their managerial philosophy, a shift that may conflict with the prevailing conditions or the culture of a given company (Büschgens *et al.*, 2013). Along the same lines, cultivating a positive self-concept can be challenging, as it is shaped by individual and organizational factors that are sometimes beyond one's control. Bandura (2023) notes that self-efficacy and self-esteem develop with the support of external approval, constructive feedback, and meaningful professional challenges. However, most work environments are not in a position to maintain these factors when under significant stress or intense competition. Additionally, if micro-management or unconscious bias has taken hold, employees may start to question their self-worth and abilities, undermining their inner belief systems.

Petrou *et al.* (2012) note that individuals with a high self-image may become defiant when receiving negative feedback, which can hinder their ability to adapt and potentially trigger dyadic conflict in team-related pursuits. In this situation, encouraging creativity and a strong identity may create an unintentional effect of overconfidence, or even a so-called creative ego. Simonton (2014) explains that uncontrolled creative self-love, or creative narcissism, may cause people to undervalue their contributions to a group, leading to disunity and disorganization of collaboration.

Thus, organizations will find it necessary to adopt measures that both motivate individual creativity and enforce teamwork. It is only through a well-balanced approach between individual innovation and group cohesion that firms can ultimately enjoy the dual benefits of personal self-worth and creativity in the workplace.

2.3. Career Satisfaction and Professional Growth Concept

Attaining career satisfaction and professional growth are highly valued drivers of overall career satisfaction (Greenhaus & Allen, 2011; Hojat *et al*., 2010; Yarbrough *et al*., 2017).Career satisfaction refers to the degree to which a person feels valued, contented, and pleased with his/her work (Hojat *et al*., 2010). It encompasses a broad array of dimensions, ranging from daily work enjoyment to opportunities for advancement, balance between professional and personal life, and the level to which work values are aligned with organizational values (Greenhaus& Allen, 2011). Career development involves a continuous process of developing one's skill set, learning, and acquiring experience to achieve long-term goals and career objectives (Yarbrough *et al.*, 2017).

There is a strong correlation between career advancement and job satisfaction, both of which play key roles in determining one's overall sense of accomplishment and progress at work (Greenhaus & Allen, 2011; Hojat *et al.*, 2010; Yarbrough *et al.*, 2017). Career satisfaction is usually used to assess one's overall satisfaction, recognition, and contentment with their work (Hojat *et al.*, 2010). It involves several dimensions, including promotion potential, congruence between corporate purpose and personal values, job satisfaction, and the ability to enjoy a healthy work-life balance (Greenhaus & Allen, 2011). Career development, on the other hand, is thought of as a continuous process whereby professionals develop skills, gain on-the-job experience, and create expertise to realize plans and sustain momentum in their careers (Yarbrough *et al.*, 2017).

Career development efforts can manifest in various ways, including formal education, mentoring, skill enhancement training, and leadership development programs. Understanding the intricate relationship between career happiness and development is critical for firms seeking to cultivate an engaged, productive, and loyal staff. By fostering professional advancement, cultivating new skills, and aligning individual goals, career development elevates job happiness, addressing both psychological and professional needs (Badaruddin *et al.*, 2024).

Career development is crucial for enhancing job satisfaction, as it provides employees with a sense of direction and opportunities for career progression. Research by Ayodo 2022 indicates that opportunities for professional growth enhance an individual's self-confidence, drive, and perception of development, all of which contribute to higher job satisfaction. When employees recognize a clear pathway for advancement, skill enhancement, and significant contributions, they are more inclined to feel content with their career decisions (Porfeli &Vondracek, 2008). Additionally, career development meets psychological needs such as autonomy, competence, and relatedness, as outlined in Self-Determination Theory (Ryan & Deci, 2017). Organizations that offer career development support not only improve individual career happiness, but they also increase the likelihood of retaining top talent, as individuals are more likely to stay with employers who actively engage in their future. However, the relationship between satisfaction and career advancement is complex, as not all developmental chances result in immediate or long-term satisfaction (Yarbrough *et al.*, 2017). The process of skill development, role expansion, and professional advancement can occasionally cause stress, especially when personnel face hurdles or feel unprepared for increased duties (Kidd, 2008). Career development activities may not always align with an employee's personal career goals or values, resulting in a mismatch that can lower overall job satisfaction. People's sense of happiness is often influenced by the degree of support they receive from their employer, how well growth opportunities align with their aspirations, and the recognition of their achievements. According to Edmans (2012), career development must be carefully designed to align with both corporate objectives and individual desires, striking a balance that fosters professional success while promoting personal happiness. Thus, uniting career development initiatives with employees' personal convictions and professional ambitions cultivates a robust workforce and a vibrant workplace that empowers individuals to flourish.

2.4. Mediating and Moderating Roles of Job Crafting

The potential of job crafting to act as both a mediator and a moderator of variables, such as job engagement, career satisfaction, and work performance, suggests its ability to enhance employee motivation, adaptability, and resilience.

2.4.1. Job Crafting as a Mediator

Job crafting mediates the relationships between leadership style, individual characteristics, and accessible resources in the job, and as a result, job satisfaction, engagement, and performance (Chen *et al.*, 2015; Oprea *et al.*, 2019; Radstaak & Hennes, 2017). Such a mediation role indicates that it not only matters to the well-being of the employees but also to raising organizational efficacy.

In the Job Demands-Resources (JD-R) model, this mediation process is facilitated (Demerouti *et al.*, 2001). The model assumes that employees continually adjust their job demands and the resources available to them as needed. People customize their jobs by designing their job either through manipulating the nature of their tasks, creating new relationships, or transforming their mindset (Tims& Bakker, 2010). This kind of customized solution enhances the work culture, which in turn raises motivation, satisfaction, and performance. A case example is that the correlation between autonomy and engagement is positive, although it is very strong when individuals participate in job crafting behaviors (Bakker *et al.*, 2012).

A growing body of empirical research supports this mediating role. Tims *et al.* (2015) also noted that job crafting completely mediated the effect of transformational leadership on employee engagement. Leaders can prepare the ground (through encouragement of creativity and initiative), but engagement itself was primarily activated through job redesigning by employees themselves (Zhang & Bartol, 2010). Similarly, Zhang and Parker (2019) found that individuals with proactive personalities tend to engage in job crafting, which subsequently enhances their engagement and performance. The study concluded that job crafting is effective in enabling employees to align their tasks with organizational objectives in transformational leadership settings, resulting in a positive sense of ownership and engagement. This reveals the centrality of job crafting as an instrumental mediator of resources and traits into concrete job outcomes, indicating that job crafting is a key mechanism in the JD-R model.

2.4.2. Job Crafting as a Moderator

Instead of merely being an intermediary variable, job crafting is also an effective variable that can both increase or reduce the effects that workplace factors (demands, resources, and intrinsic motivation) have on employee experiences and outcomes (De

Gennaro *et al.*, 2019). In this capacity, employees apply crafting to resist stressors (buffering effect) or enhance positive influences, such as autonomy and support, thereby providing flexibility and resilience within the organization.

This mitigating effect is centrally embedded in the Job Demands-Resources (JD-R) model, which posits that job demands and resources should be balanced to generate optimal work outcomes (Bakker & Demerouti, 2007; Tummers & Bakker, 2021). By shaping their jobs by altering their task burden, developing productive relationships, or changing their perspective, employees are, in a sense, recalibrating the system, strengthening their strengths and alleviating stressors at the same time. As the volumes of work increase, employees can become proactive and alleviate stress by outsourcing non-essential operations or requesting collaboration, thereby mitigating the negative effects of such work pressure on their health. On the contrary, in cases where such resources as autonomy or learning opportunities are available, crafting allows individuals to utilize these factors to enhance satisfaction and performance (Tims & Bakker, 2010). This dynamic re-vibration of job demands and resources provides employees with a sense of agency, which, in every sense, mediates the influence of these factors on important outcomes, including engagement, satisfaction, and adaptive capacity (Voss *et al.*, 2025).

As noted by Petrou *et al.* (2012), proactive job crafting is associated with reduced burnout. It increased engagement among employees in stressful environments compared to their counterparts who did not participate in their activities. For example, during periods of peak workload, employees can redesign a complicated job or streamline work processes through task crafting to reduce stress, highlighting how job crafting restructures the line between job strain and burnout. Likewise, job crafting is utilized to complement the advantages of resources at work. Bakker *et al.* (2012) also found that the positive relationship between resources (e.g., social support or skill variety) and engagement was enhanced when employees actively pursued supportive relationships or diversified their skill usage, made possible by crafting. Essentially, crafting is an amplifier that enables individuals to leverage available resources, engagement, and satisfaction to the maximum degree possible.

Job crafting also complements the effect of intrinsic motivation on performance. Intrinsic motivation, where employees care about their development and performance, and job crafting, for instance, by enhancing the complexity of their tasks, can result in increased engagement and improved performance (Bakker *et al.*, 2012). De Beer *et al.* (2016) also

showed that job crafting has a significant interaction effect, whereby employees with high levels of internal motivation and who engage in crafting behaviors are more satisfied with work than those who do not have opportunities for job crafting.

Therefore, job crafting becomes an active intervention process that allows employees to design their work environment in a manner that can mitigate the negative effects and amplify the positive ones. Such active participation is of utmost significance in maintaining resilience, flexibility, and achieving desirable work-related results.

2.5. Theoretical Models Connecting Creativity, Job Crafting, and Career Satisfaction

The relationship between creativity, job crafting and career satisfaction can be explored with the help of well-known theories that take into account the interaction of personal agency, situational context and organizational dynamics. Specifically, the Job Demands-Resources (JD-R) model, Self Determination Theory (SDT), and Social Cognitive Theory (SCT) provide us with such frameworks.

2.5.1. Job Demands-Resources (JD-R) Model

The JD-R model posits that employee well-being and performance are determined by an equilibrium between job demands (e.g., workload, emotional demands) and job resources (e.g., autonomy, support) (Demerouti *et al.*, 2001). Job crafting, in this context, appears to be an active pursuit in which an employee takes the initiative to design aspects of their job, i.e., tasks, relationships, or attitude, to fit their strengths and goals (Wrzesniewski *et al.*, 2013). Individuals can avoid burnout and increase engagement and job satisfaction by either building resources or reducing demands (Rudolph *et al., 2017; Tims* & Bakker, 2010). Additionally, job crafting, which involves adding a creative aspect to the job, such as introducing innovation into tedious tasks, gives the job new meaning and enhances the sense of ownership(Berg *et al.*, 2013). This factor directly leads to career satisfaction. In these ways, creativity and job crafting are considered significant processes that result in heightened career satisfaction by balancing demands and effectively utilizing resources.

2.5.2. Self-Determination Theory (SDT)

SDT delineates that peak well-being and intrinsic motivation are experienced when employees fulfil three psychological needs within the work environment: autonomy, competence, and relatedness (Deci & Ryan, 2000). Job crafting is best explained within this theory, as it helps employees customize their jobs, foster connections, and change their attitude, thus fulfilling such primal needs (Wrzesniewski & Dutton, 2001). When employees intentionally craft their job to meet these intrinsic needs, they become more engaged and have a stronger sense of work meaning (Slemp & Vella Brodrick, 2014). It also promotes risk-taking, innovation, and creativity, which in turn translates to career satisfaction, as employees derive meaning from their work.

2.5.3. Social Cognitive Theory (SCT)

Bandura (1986) introduced his seminal work, Social Cognitive Theory, which emphasises the significance of the beliefs people have concerning their ability to carry out a particular action, which is self-efficacy, in spurring behaviour. When individuals are confident in their abilities, they tend to confront challenges and try new approaches in their work. Such an effort is more innovative and encourages goal-oriented change in work performance (Bandura, 1997).

At the workplace, self-efficacy induces job crafting. If employees believe they can redesign their jobs successfully, they will implement innovative approaches to redesign tasks, relationships, or their perspectives. Suppose they tap into their abilities and become creative at work. In that case, they increase their creative output, making it meaningful, significant to their aspirations and dreams, and ultimately feel higher career satisfaction (Wrzesniewski *et al.*, 2013). Empirically, Tims *et al.* (2015) found that employees report more job crafting behaviors on days when they are most effective, and those job crafting behaviors increase enjoyment and performance. The job-crafting self-efficacy scales distinguish between three dimensions: structural, social, and demanding, which are strongly related to job crafting regardless of general self-efficacy (JCSES development) (Roczniewska *et al.*, 2020).

2.6. Relationships Between Variables

2.6.1. Relationship Between Creativity-Self and Career Satisfaction

As defined by Karwowski (2011), creativity-self refers to a person's confidence in developing new ideas and engaging in creative activities, a basic determinant of professional satisfaction. Career satisfaction, in turn, includes fulfilment and alignment that employees experience as a result of meaningful work, goal accomplishment, and purpose (Li *et al.*, 2023). Creative self-belief is more likely to encourage a person to behave proactively, test new methods, and be open to self-development in modern working environments, where adaptability and innovation are valued (Tims *et al.*, 2016). A strong sense of agency enables them to re-engineer their jobs through job crafting, aligning them with their skills and interests (Wrzesniewski & Dutton, 2001).

Notably, Tierney and Farmer (2002) found that employees with high creative self-efficacy tend to describe themselves as more engaged and having a deeper sense of purpose, which is positively related to career satisfaction. Moreover, those who possess a high level of creative confidence become resilient in the face of workplace problems, which eventually leads to long-term career satisfaction. This connection is also supported by Self-Determination Theory, as proposed by Ryan and Deci (2017): creative self-belief can enhance intrinsic motivation and well-being by addressing the fundamental psychological needs of autonomy, competence, and relatedness.

The growing trend towards innovation in various industries emphasizes the necessity of fostering a creative self-confidence. Organizations that encourage and appreciate creative efforts are more likely to enjoy increased participation and career satisfaction among employees, which justifies the high level of influence that creativity has on professional wellbeing (Zhang & Zhu, 2024).From these observations, the first hypothesis for this study is stated:

H1. Creativity-self positively affects career satisfaction.

2.6.2. Relationship Between Creativity-Self and Job Crafting

Literature confirms that individuals with strong creative self-belief view challenges not as obstacles but as opportunities for creativity (Beghetto & Karwowski, 2023; Puente-

Díaz & Karwowski, 2017). Such individuals will redefine their job through new collaborations, adjusting task complexity, and redefining the purpose of their role, not just to create reality, but to enhance engagement and job fit (Puente-Díaz & Karwowski, 2017). Van den Heuvel *et al.* (2015) confirmed that employees with high creative self-efficacy continually demonstrated high job crafting behaviors such as extending role boundaries, fostering more intense workplace social relationships, and planning, due to intrinsic motivation. This aligns with the Job Demands–Resources model, in which personal resources, such as creativity, self-motivation, and active behavior, are considered. From this perspective, creativity-self emerges as a psychological asset that empowers employees to reconfigure their workspace in innovative, opportunity-seeking ways.

Additionally, creative self-belief fosters cognitive flexibility, enabling individuals to generate multiple solutions for work tasks, identify emerging opportunities, and innovate at work (Beghetto & Karwowski, 2023). In a competitive working environment where there is a demand for flexibility, employees with high creativity consistently adjust their roles to meet evolving demands, rendering the workplace culture more dynamic and innovative (Do *et al.,* 2016). With organizations increasingly emphasizing innovative and proactive work environments, they must foster a creative self (Tims *et al.*, 2013). Fostering this trait among employees enables them to engage in long-term job crafting that enhances well-being and initiates organizational innovation. In light of this, the second hypothesis is stated as:

H2. Creativity-Self is positively predicting job crafting behavior.

2.6.3. Relationship between Job Crafting and Career Satisfaction

Increasing evidence suggests that employees who engage in job crafting tend to be more satisfied with their jobs. Through work role redesign, these employees are likely to promote person–job fit, which can lead to increased involvement and a sense of accomplishment (Tims *et al.*, 2015). Individuals can restructure their work to complete higher-level or more challenging tasks, establish cooperative connections with others, or redefine the purpose of their job. These activities make the job more fulfilling and increase commitment to longer-term career aspirations.

A meta-analysis by Rudolph *et al.* (2017) confirms this positive correlation: job crafting behaviors are linked with increased job satisfaction, higher engagement, and higher

professional competence. When employees feel capable of actively modifying their jobs, they gain more control, meaning, and organizational goal congruence, all of which underpin intrinsic career satisfaction. This link implies support from Self-Determination Theory (Ryan & Deci, 2017), which posits that autonomy, competence, and relatedness are innate psychological needs—needs to which job crafting specifically caters. By providing employees with a level of control over their work, recognition of their strengths within the job, and the opportunity to engage in meaningful relationships with colleagues, job crafting fosters increased internal satisfaction (Michaelson *et al*.., 2014).

In more dynamic work environments, the adaptive side of job crafting also enhances resilience and career well-being. Employees who actively craft their jobs by changing the demands on their tasks or drawing on available resources are better equipped to manage pressures and remain positive about their jobs (Bakker & Demerouti, 2017). Such adaptability is an important buffer in uncertain organizational environments, allowing for continued career satisfaction.

Additionally, job crafting has been found to generate work meaningfulness, which is among the strongest predictors of job and life satisfaction (Pimenta de Devotto *et al.*, 2024). When employees believe that jobs are not fixed but instead can be crafted, they find greater purpose in everyday activities, which leads to more sustainable satisfaction and personal growth. Hence, job crafting notably boosts career satisfaction by increasing fit, control, meaning development, and resilience maintenance. Based on these findings, the third hypothesis is stated as:

H3. Job crafting positively affects career satisfaction.

Furthermore, since creativity-self and self-improvement lead to people becoming more job craft-prone, and job crafting in turn boosts satisfaction, a mediating pathway emerges. Accordingly, it is hypothesized that:

H4. Job crafting mediates the relationship between creativity-self and career satisfaction.

2.7. Research Model

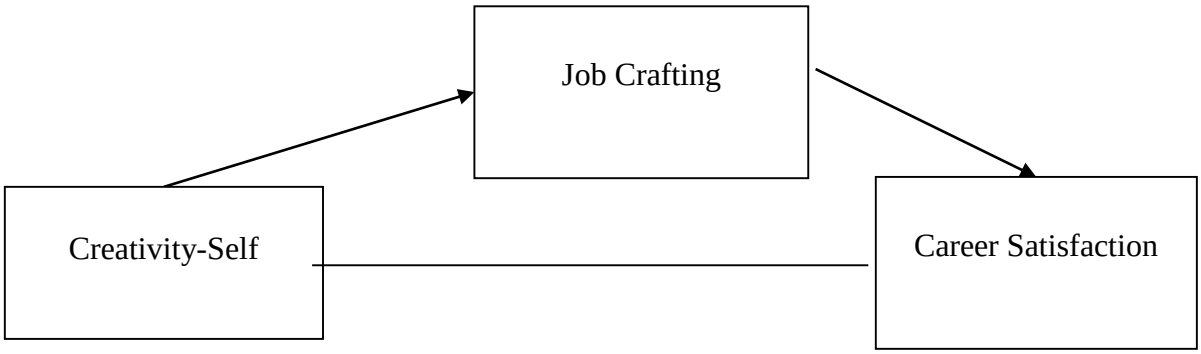


Figure 2.1. Research Model for the Study

Source: Author's computation (2025)

The research framework helps explain how creative self-perception, job crafting behavior, and career satisfaction are intricately related. The core of this model is creativity-self, which is an internal belief that a person holds in their ability to create new and valuable ideas. This culture of belief is not passive, as it serves as a driver of active job engagement, enabling individuals to redesign their working conditions in a manner that aligns with their strengths and goals.

As a transformational process in the model, job crafting is a behavioral process through which creative self-belief is directed into tangible workplace modifications. This involves redefining job tasks, instigating enriching encounters or redefining the meaning of work activities. High scorers on the creativity-self scale are more likely to adjust their job boundaries in a way that increases personal meaning and congruence at work.

The paradigm proposes direct and indirect routes. On the one hand, the creativity-self has a direct impact on career satisfaction by promoting intrinsic motivation and instilling self-confidence. Its impact, on the other hand, is transferred to job crafting, which serves as a bridge between behavior and creative potential, transforming it into innovations at workplaces that increase levels of satisfaction. The mediated route shows that job crafting does not merely coexist with creativity; it mobilizes and enhances its influence on career satisfaction.

In conclusion, the model supports the notion that job crafting is a central psychological process linking creative self-awareness to effective career satisfaction. In learning about this two-fold mechanism, organizations and researchers will be better equipped to value the role of individual creativity in nurturing careers, as well as identify feasible ways to promote proactive job redesign and enhance the well-being of employees and organizational fit.

3. METHODOLOGY

This section presents the research approach and design, sample, as well as the method of data collection and analysis that will be used to explore the relationship between creativity, self, job crafting, and career satisfaction.

3.1. Research Approach and Design

The question this research aims to answer is how personalized work redesign, or what is popularly referred to as job crafting, is a vehicle through which one's perception of their creative potential ensures they are satisfied in their career path. In aiming to determine trends under this conceptual framework, the research employed a quantitative approach, utilizing numeric data to identify statistically significant relationships between the main constructs. With due consideration of the methodological recommendations by Bell *et al.* (2022), the study employed a cross-sectional survey approach, allowing the researcher to collect a comprehensive set of responses from a heterogeneous workforce within a specified period.

This research is a cross-sectional design. Saunders *et al.* (2019) state that the cross-sectional design would be better suited in a scenario where the researcher is working under time and financial constraints because it provides a snapshot of behavior and attitudes across industries. Gathering data simultaneously from participants who work in various industries provides broad evidence base and raises the level of external validity. This design also enhances the study's capacity to unearth associative tendencies and mediating processes since employees can re-engineer their work in congruence with their self-concept of creativity. Finally, this methodological decision aligns with Easterby-Smith *et al.* (2021), who recommend research designs that involve trade-offs between theoretical rigour and practical relevance, especially in organizational and behavioral research.

3.2. Population and Sampling

This study focuses on individuals who are actively employed in various occupational fields in Lagos, Nigeria. The choice of this geographical and occupational cluster is explained by the fact that it is enriched with a variety of roles, industries, and work-related cultures, enabling the observation of diverse patterns in creative self-concept, proactive work adjustment, and satisfaction with their career choice.

Lagos is the economic and business capital of Nigeria, accounting for over 30% of the country's national GDP. The headquarters of most multinational and local companies are based in Lagos State (World Bank Group, 2023). It has the highest urban labor force in the country, with a population of over 20 million who enjoy both formal and informal employment opportunities. The National Bureau of Statistics (2023) estimates the labor population of Lagos State in 2023 to be 6.43 million, with its industries encompassing finance, manufacturing, information technology, transportation, trade, and the creative economy. The labor force is growing, and most of the population is aged between 25 and 44 years, characterized by high education levels compared to the national average (Lagos Bureau of Statistics, 2022).

However, Lagos, like numerous cases in developing countries, will have to contend with several issues: underemployment, increased market competition for qualified labor, and changes in employee relations driven by digitalization and globalization (ILO, 2023). This dynamic and diverse labor market provides a suitable backdrop for investigating trends in creative self-concept, proactive work adjustment, and career satisfaction.

To increase generalizability, a stratified random sampling methodology was adopted, a business research methodology recommended by Bell *et al.* (2022) and Saunders *et al.* (2019). The first segmentation involved considering the population's relevant characteristics, which included the type of industry, employment role, and tenure. In each subgroup, respondents were randomly selected to ensure a balanced representation. Such an approach addresses sampling bias and ensures that the insights reflect the diversity of different professional environments, which aligns with Easterby-Smith *et al.* (2021), who emphasize the need for more inclusive and heterogeneous organizational research.

The study aimed to reach a projected sample size of approximately 300 respondents. Fritz and MacKinnon (2007) have suggested that a minimum of 200 participants is required to provide sufficient statistical power. Approximately 6.08 million people were employed within the labor force, representing full-time or part-time employment (NBS, 2023; Lagos State Employment Trust Fund, 2024). This current study enhances the accuracy and reliability of the estimates by expanding the sample size to 300 respondents, not only as a backup against partial responses, but also to provide further insight into the role of creative self-perception in influencing career satisfaction through job crafting behavior.

3.3. Data Collection Procedure

To explore job crafting as a mediating factor between creative-self and career satisfaction, this research adopted a quantitative method of data collection, relying primarily on standardized questionnaires. All three focal constructs—creative-self, job crafting, and career satisfaction—were assessed using validated measurement instruments already employed in empirical organizational research, ensuring both consistency and adequacy in terms of psychometrics (Bell *et al.*, 2022; Saunders *et al.*, 2019).

The distribution and administration of the survey were conducted using an internet-based platform (Google Forms) to provide ease and efficiency. The survey has been disseminated by email, shared links, or hand-delivered, depending on the respondent's accessibility and circumstances. Procedural solutions were employed as a countermeasure against the popular method bias threat, particularly in self-reporting-based studies that involve mediating variables. These incorporated differential response formats across scales, and the use of temporal separation of responses to creative-self and to job crafting and career outcomes, a research approach with best practice levels of survey-based mediation research (Podsakoff *et al*., 2003).

Before commencing actual data collection, ethical clearance was obtained from the corresponding institutional review board (IRB). This required submitting a complex research protocol that outlined the study's purpose, recruitment procedures, data management, and the implementation of ethical procedures. According to ethical research practices (Easterby-Smith *et al*., 2021), the rights of the participants were informed, including the confidentiality of their responses, the option to participate or withdraw without penalty, and the right to withdraw at any time. Access to the survey was granted once informed consent had been obtained, which was done online. Ethics in the research were maintained, as the study adhered to the ethical values of respect, transparency, and proper data handling.

3.4. Data Collection Tools

The current research study was based on a carefully developed, standardized questionnaire, which served as the major data collection tool. It aimed to measure three core constructs: individuals' perceptions of their creative abilities, involvement in job-crafting activities, and satisfaction with career development. To do so, the study used well-developed

scales that have been proven to possess sound psychometric qualities in previous Organizational research (Saunders *et al.*, 2019).

The survey was computerized and distributed through the Internet, allowing for the gathering of information across various sectors at a low cost and on a large scale. The instrument was piloted among a small group of respondents prior to the final implementation to assess internal consistency and general appropriateness. This feedback on revisions was made and implemented based on the recommendations made by Easterby-Smith *et al.* (2021) on how to improve the quality of research tools before mass application. Since English is the official language in Nigeria, the surveys were conducted in English.

3.4.1. Creativity-Self Scale

To assess the participants' belief in their creative capacity, this study utilizes the Short Scale of Creative Self (SSCS) (Karwowski, 2011). The SSCS is a brief and validated measure designed to assess the extent to which individuals feel they are capable of generating original ideas and novel solutions. It measures two interconnected aspects: creative self-efficacy (the belief in one's ability to solve creative problems) and creative personal identity (the importance of creativity to one's self-concept). The scale is designed in the form of an 11-item questionnaire, where respondents are asked to express their agreement with sample statements, such as “I believe that I am a creative individual” and “I believe in my creative powers.”, “The part of me that is important to me is creativity”. The responses are noted in a five-point Likert format (ranging from “definitely not” to “definitely yes”).

3.4.2. Job Crafting Scale

The Job Crafting Scale (JCS) is a major scale used to understand how much employees redesign their jobs, interpersonal communication, and mindset to fit their roles better and enhance job satisfaction. Slemp and Vella-Brodrick (2013) developed this scale, which has been applied worldwide by organizational studies due to its validity and reliability in assessing the complex aspects of job crafting. It splits job crafting into three distinct dimensions: “task crafting”, which involves changes in work tasks; “relational crafting”, which encompasses modifications in workplace social interactions; and “cognitive crafting”, which involves redefining one's perspective on one's job. The responses to the scale are rated on a 5-point Likert scale (ranging from “hardly ever” to “very often”, reflecting the frequency with which individuals make such positive work changes. Sample items are:

“Introduce new approaches to improve your work.”, “Think about how your job gives your life purpose.”, “Make an effort to get to know people well at work.”

3.4.3. Career Satisfaction Scale

To assess participants' satisfaction with their professions, the Career Satisfaction Scale (CSS) proposed by Greenhaus *et al.* (1990) was used in this study. The CSS is a widely used and certified measure of subjective fulfilment across multiple career domains, including personal accomplishment, career advancement, pay growth, and consistency with career goals. It consists of five statements, and respondents are asked to rate their degree of agreement using a 5-point Likert response format (ranging from “strongly disagree” to “strongly agree”). Examples of items are: “I am content with my total career success”; “I am satisfied with the development of my career long-term goals.” These statements encompass career trends, performance, and prospects, embodying the international concept of career satisfaction.

3.5. Data Analysis

The current study employed Hayes Process Macro Model 4 (Hayes, 2018) to test the mediating role of job crafting in the relationship between creativity-self and career satisfaction. Before the mediation analyses, Confirmatory Factor Analysis (CFA) was employed to assess construct validity. Fit indices, such as χ^2, CFI, RMSEA, and SRMR, were computed to assess the validity of the scales (Kline, 2015). Cronbach's alpha scores were calculated to assess the reliability of the scales used in this research. For the normality tests, skewness and kurtosis values were calculated, and for potential outliers, Mahalanobis Distance scores were examined. Other analyses included descriptive statistics (means and standard deviations) and Pearson correlations to examine relationships between variables.

4. ANALYSES AND FINDINGS

This chapter is separated into four major sections. The first section discusses initial data screening, including data extraction, findings from normality tests, and validity and reliability scores for the scales used in this thesis study. The second section presents the distribution of respondents by demographic variables. The third section discusses descriptive statistics for scale items. Finally, the fourth part presents correlation analyses among variables and mediation analyses to test the research hypotheses.

4.1. Initial Data Screening

This subsection covers data extraction, normality tests of the scales, and validity and reliability analyses of the scales used in the study.

4.1.1 Data Extraction

Firstly, data was assessed for multivariate outliers using a Mahalanobis Distance Test to identify any outlier values. Only one data point was identified as a multivariate outlier and removed from the dataset, as the Mahalanobis Distance (D2) probability is less than 0.001.

4.1.2. Normality Tests

The normality test in Table 4.1 indicated that the skewness and kurtosis values for all variables, including job crafting, creativity-self, and career satisfaction, fell within the acceptable range of -2 to +2 (Hair *et al.*, 2010). In particular, the values of skewness (between -0.066 and -0.585) indicate minimal left-leaning asymmetry, whereas the values of kurtosis (between -0.238 and -0.451) lead to slightly flatter distributions. These findings imply that the data are close to a normal distribution and can be used in parametric statistical tests.

Table 4.1. Tests of Normality

	Skewness	Kurtosis
Job Crafting	-0.167	-0.330
Creativity-self	-0.585	-0.238
Career Satisfaction	-0.066	-0.451

4.1.3 Validity and Reliability of the Scales

Confirmatory factor analysis, grounded in a theoretical framework, assesses how well factors (latent variables) derived from multiple variables align with actual data (Jöreskog, 1969). The analysis was conducted on the collected data to validate the research scales using the AMOS software, and the factor structures were analyzed. According to Kline (2015), the model chi-square, RMSEA, CFI, and SRMR indices need to be reported. The values indicating a good fit and the acceptable thresholds for the fit indices utilized in this study are presented in Table 4.2.

Table 4.2. Criteria for Fit Indices

Fit Indexes	**Accepted Compliance**	**Normal Value**
Chi-square p Value	-	p>0.05
Chi-square/df (x^2/df)	<3	<5
SRMR	<0.08	<0.05
CFI	>0.90	>0.95
RMSEA	<0.08	<0,05

Source: Kline, R. B. (2015). Principles and Practice of Structural Equation Modelling.

The confirmatory factor analysis goodness-of-fit values calculated for the scales used in the research are presented in Table 4.3.

Table 4.3. Confirmatory Factor Analysis Fit Values

	X^2/df	SRMR	CFI	RMSEA
Job Crafting	4.415	0.073	0.825	0.057
Creativity-self	3.224	0.048	0.934	0.084
Career Satisfaction	2.833	0.021	0.865	0.040

As can be seen from the examination of Table 4.3, the fact that the χ2/df value of job crafting is less than 5 indicates that the model fits well (Kline, 2015). It was obtained as χ2/df = 4.415 in the research. The fit index values were found to be RMSEA = 0.057, CFI = 0.825, and SRMR = 0.073. The fit index values found show that the model fits well. The matching indexes of the framework produced from the confirmatory factor analysis of the creativity-self were analyzed, and it was found that χ2/df = 3.224. The fit index values were found to be RMSEA = 0.084, CFI = 0.934, and SRMR = 0.048. The fit index values found show that the model fits well. The model fit indexes obtained from the confirmatory factor analysis of career satisfaction were examined, yielding a χ2/df ratio of 2.833. The fit index values were found to be RMSEA = 0.040, CFI = 0.865, and SRMR = 0.021. The fit index values found show that the model fits well.

Cronbach's alpha scores were examined to test the reliability of the scales. Values are given in Table 4.4.

Table 4.4. Reliability Scores of Scales

Variables	Number of Items	Cronbach's Alpha Value (α)
Creativity-self	11	0.892
Job Crafting	15	0.881
Career Satisfaction	5	0.888

The Cronbach’s alpha score of the Job Crafting scale is 0.881. This is considered high and indicates good internal consistency for a scale with 15 items. The Creativity-Self Scale consists of 11 items and has a Cronbach's Alpha value of 0.892. The items are highly consistent in measuring the intended construct. The level of reliability is generally acceptable. The Career Satisfaction scale has only 5 items, and an alpha of 0.888 suggests strong internal consistency. Given that shorter scales often have lower reliability due to fewer items, this score indicates that the scale is highly reliable.

4.2. Distribution of Respondents' Demographic Features

The research examined the following demographic factors: gender, age, education level, job status, experience in the current field, job title, company size, and industry in which the participants worked.

4.2.1. Gender

The distribution of participants by gender is presented in Table 4.5. The distribution shows that 40.1% of the participants are male and 59.9% are female. These findings show that predominantly female personnel are given priority in organizations.

Table 4.5. Distribution of Participants by Gender

Gender	Number	%
Male	120	40.1
Female	179	59.9
Total	299	100

4.2.2. Age

The age distribution of the individuals participating in the research is presented in Table 4.6. The results show that 35.5% of the respondents were “15-25”, 56.2% were “26-35”, 7.7% were “36-45”, and 0.7% were “45 and above”. It has been observed that the majority of participants are mid-youths, aged between 26 and 35 years, which accounts for 56.2% of the total respondents. The 15-25 age bracket has the next highest number of participants, covering 35.5%. The group aged 45 and above has the lowest number of participants in this study. Individuals working in businesses and managerial positions are generally young people. While it is expected that people in managerial positions in enterprises are generally older, it is observed that job crafting in organizations is often in the hands of young individuals.

Table 4.6. Distribution of Participants by Age

Age Range (years)	Number	%
15-25	106	35.5
26-35	168	56.2
36-45	23	7.7
Above 45	2	0.7
Total	299	100

4.2.3. Educational Status

The educational status of the individuals participating in the survey is presented in Table 4.7. The majority of the participants are "bachelor's degree graduates" -202. This is followed by "master's degree" holders (70), 15 "high school graduates", and 12 "doctoral degree" holders, respectively. Considering the number of participants with a graduate level of education, it can be said that there is a significant proportion of individuals who have higher education in organizations in Lagos.

Table 4.7. Distribution of Participants by Educational Status

Educational Level	**Number**	**%**
High School or Below	15	5
Bachelor's Degree	202	67.6
Master's Degree	70	23.4
Doctoral Degree	12	4
Total	299	100

4.2.4. Employment Status

The employment status of each respondent participating in this study is presented in Table 4.8. The breakdown is as follows: “full-time employed” individuals are 151, “part-time employed” individuals are 39, “self-employed” individuals are 97, and “others” are 12. Unemployed, underemployed, contract workers, and interns are employment statuses that are categorized under “others”. The full-time employed individual has a higher number of participants in the study, followed by the self-employed. This information revealed that Lagos, Nigeria, has a high number of individuals who are full-time employed. Having a full-time job provides people with a steady income and the opportunity to tailor their work to their skills and interests. This helps them feel satisfied with their career and see opportunities for growth.

Table 4.8.Distribution of Participants by Employment Status

Employment Status	Number	%
Full-time	151	50.5
Part-time	39	13
Self-employed	97	32
Others	12	4
Total	299	100

4.2.5. Years of Experience

The years of experience of each respondent participating in this study are given in Table 4.9. Experience in a field helps people shape their work in ways that utilize their skills and generate new ideas. These also make them feel more confident and happier in their career. Analysis shows that 226 participants have “1-5 years of experience” in their field, 64 have “6-10 years of experience”, and 9 have “more than 10 years of experience” in their field.

Table 4.9.Distribution of Participants by Years of Experience

Years of Experience	Number	%
1-5 years	226	75.6
6-10 years	64	21.4
Above 10 years	9	3
Total	299	100

4.2.6. Job Titles

The job titles of each respondent participating in this study are listed in Table 4.10. The job positions highlighted in this study are “accounting”, “designer”, “marketer”, “engineer”, “manager” and “others”. “Others” included HR specialist, operational manager, cybersecurity specialist, network marketer, project administrator, and virtual assistant. The analysis shows that “others” have the highest number of participants.

Table 4.10. Distribution of Participants by Job Title

Job Title	Number	%
Accounting	26	8.7
Designer	40	13.4
Marketer	31	10.4
Engineer	26	8.7
Manager	41	13.7
Others	135	45.2
Total	299	100

4.2.7. Company Size

The size of the company each respondent participating in this study works for is given in Table 4.11. There are “micro”, “small”, “medium”, and “large” sizes. Analysis shows that 136 respondents work in micro-sized companies, 63 respondents work in small-sized companies, 60 respondents work in medium-sized companies, and 73 of them work in large-sized companies. The implication of this is that large companies offer more resources and training for job crafting, while small companies give freedom to shape work roles. Company size also affects creativity, self, and career satisfaction, as larger firms provide stability, while smaller ones allow for more flexible and innovative work.

Table 4.11. Distribution of Participants by Company Size

Company Size	Number	%
Micro	103	34.4
Small	63	21.1
Medium	60	20.1
Large	73	24.4
Total	299	100

4.2.8. Sector

The sector in which each respondent works is listed in Table 4.12. For this study, we have “manufacturing”, “services”, “finance”, “information technology” and “other” sectors. Table 4.12 shows that 39 respondents work in the manufacturing sector, 83 respondents work in the service sector, 43 respondents work in the finance sector, and 62 respondents work in the information and technology sector. In comparison, the remaining 72 respondents work in “others” sectors.

Table 4.12. Distribution of Participants by Sector

Sectors	Number	%
Manufacturing	39	13
Services	83	27.8
Finance	43	14.4
Info. Tech	62	20.7
Others	72	24.1
Total	299	100

4.3. Descriptive Statistics of Scale Items

In the following subsections, the means and standard deviations of the scale items are presented.

4.3.1 Job Crafting Scale

The Job Crafting Scale measures how employees proactively modify their tasks, relationships, and perceptions at work to enhance job satisfaction and performance. It assesses three key dimensions: task crafting, relational crafting, and cognitive crafting. For the job crafting scale (see Table 4.13), the mean and standard deviation were calculated to rank the activities carried out by the participants in this study. As it was highlighted, 15 items were mentioned. Going by the rank, “Reflect on the role your job has for your overall well-being.” is ranked first (M = 4.02; SD = 0.943), “Think about how your work positively impacts your life.” is ranked second (M = 4.01; SD = 1.003) and “Remind yourself about the significance your work has for the success of the organization.” is ranked third (M = 3.96; SD = 0.96). This signifies that the aforementioned items are the most commonly carried out activities by workers in organizations in Lagos State. According to the results, “Organize special events in the workplace” is ranked the lowest (M = 3.06; SD = 1.313). Special events, such as celebrating a coworker’s birthday, sports and recreational activities, Halloween, or costume days, are rarely practiced or observed in organizations. “Change the scope or types of tasks that you complete at work” is ranked second lowest (M = 3.30; SD = 1.104), and “Organize or attend work-related social functions” is ranked third lowest (M = 3.36; SD =

1.150) in the table. Notably, all activities carried out to modify job crafting in organizations in Lagos exceed the benchmark of 2.5.

Table 4.13. Job Crafting Scale

	Statement	Mean	SD
1.	"Introduce new approaches to improve your work."	3.72	1.056
2.	"Change the scope or types of tasks that you complete at work."	3.30	1.104
3.	"Introduce new work tasks that you think better suit your skills or interests."	3.69	1.037
4.	"Choose to take on additional tasks at work."	3.43	1.183
5.	"Give preference to work tasks that suit your skills or interests."	3.77	1.061
6.	"Think about how your job gives your life purpose."	3.80	1.111
7.	"Remind yourself about the significance of your work for the success of the organization."	3.96	0.960
8.	"Remind yourself of the importance of your work for the broader community."	3.96	0.977
9.	"Think about how your work positively impacts your life."	4.01	1.003
10.	"Reflect on the role your job plays in your overall well-being."	4.02	0.943
11.	"Make an effort to get to know people well at work."	3.65	1.150
12.	"Organize or attend work-related social functions."	3.36	1.150
13.	"Organize special events in the workplace."	3.06	1.313
14.	"Choose to mentor a new employee."	3.52	1.185
15.	"Make friends with people at work who have similar skills or interests."	3.71	1.113

4.3.2. Creativity-self Scale

The Creativity-Self Scale evaluates how individuals perceive their creative skills, encompassing originality, problem-solving, and innovation. It measures one's confidence in creative thinking across various scenarios and is frequently applied in organizational research. Based on the results presented in Table 4.14, the statement “Being a creative person is important to me” received the highest mean score of 4.27 with a standard deviation of 0.838. This suggests that employees in Lagos state recognize the benefits of being creative, not only for the organization, but also for themselves. Employees in Lagos State claimed, “they trust their creative abilities”. This activity has a mean of 4.21 and a standard deviation of 0.889. The employees working in organizations in Lagos state claimed that they have proven they can cope with difficult situations. It has a mean of 4.20 and a standard deviation of 0.873.

Table 4.14. Creativity-Self Scale

	Statement	Mean	SD
1.	“I think I am a creative person.”	4.19	0.903
2.	“My creativity is important for who I am.”	4.18	0.941
3.	“I know I can efficiently solve even complicated problems.”	4.02	0.899
4.	“I trust my creative abilities.”	4.21	0.889
5.	“My imagination and ingenuity distinguish me from my friends.”	3.93	0.977
6.	“Many times, I have proved that I can cope with difficult situations.”	4.20	0.873
7.	“Being a creative person is important to me.”	4.27	0.838
8.	“I am sure I can deal with problems requiring creative thinking.”	4.19	0.810
9.	“I am good at proposing original solutions to problems.”	4.10	0.839
10.	“Creativity is an important part of me.”	4.11	0.952
11.	“Ingenuity is a characteristic that is important to me.”	3.70	1.140

4.3.3. Career Satisfaction Scale

The Career Satisfaction Scale measures an individual's contentment with their career progress, achievements, and future growth. It assesses factors like job stability, professional development, and alignment with personal goals. This scale is justified with a personal statement – "I am satisfied with the…". The personal directive statement confirms the degree of success that employees in Lagos State have achieved in achieving their objectives. Based on Table 4.15, it can be observed that employees in Lagos State have achieved a notable level of career satisfaction, and it is reasonable to assume that they will continue to strive for improvement and excellence.

Table 4.15. Career Satisfaction Scale

	Statement	Mean	SD
1.	"I am satisfied with the success I have achieved in my career."	3.19	1.234
2.	"I am satisfied with the progress I have made toward meeting my overall career goals."	3.33	1.129
3.	"I am satisfied with the progress I have made towards meeting my goals for income."	3.10	1.162
4.	"I am satisfied with the progress I have made toward meeting my goals for advancement."	3.35	1.109
5.	"I am satisfied with the progress I have made toward meeting my goals for the development of new skills."	3.42	1.107

4.4. Inferential Statistics

4.4.1. Comparison Analyses

Before testing the research model, independent groups t-test and variance analyses were performed to determine whether demographic characteristics (gender, age, educational status, and job title) showed a significant difference according to the research variables.

ANOVA results by age groups are given in Table 4.16. The results show that creativity-self does not differ according to age groups. Job crafting differs significantly by age [$F_{(2\text{-}296)} = 5.295$, $p = 0.01$]. The Scheffe test was performed to determine which of the groups showed a significant difference. The results show that the age group "36 years and above" perceives more job crafting than the age group "15-25". Career satisfaction also differs significantly by age [$F_{(2\text{-}296)} = 5.530$, $p = 0.01$]. Scheffe's test was performed to determine which of the groups showed a significant difference. Additionally, the age group "36 years and above" perceives more career satisfaction than the age group "15-25" and "26-35".

Table 4.16 ANOVA Results for Age

Variables	Age Groups	N	Mean	S	df	F	p	Difference (Scheffe)
Job Crafting	1. (15-25)	106	53.10	10.59	2	5.295	0.01	3-1
	2. (26-35)	168	55.34	9.89	296			
	3. (36-above)	25	60.12	7.54				
Creativity-Self	1. (15-25)	106	44.64	7.01	2	0.967	0.38	-
	2. (26-35)	168	45.15	7.36	296			
	3. (36-above)	25	46.80	3.70				
Career Satisfaction	1. (15-25)	106	15.59	4.35	2	5.530	0.00	3-1
	2. (26-35)	168	16.50	5.03	296			3-2
	3. (36-above)	25	19.04	3.76				

Anova results by educational status are given in Table 4.17. The results show that job crafting and creativity-self do not differ according to education groups. Career satisfaction differs significantly across education groups [$F_{(2, 296)} = 5.542$, $p = 0.00$]. The Scheffe test was performed to determine which of the groups showed a significant difference. Accordingly, the "master's/doctoral" group perceive more career satisfaction than the "bachelor's degree" group.

Table 4.17: ANOVA Results for Education Groups

Variables	Education	n	Mean	S	df	F	p	Difference (Scheffe)
Job Crafting	1. High School	15	51.87	7.22	2	3.079	0.05	-
	2. Bachelor's	202	54.29	10.86	296			
	3.Master's/Doctoral	82	57.13	8.21				
Creativity-Self	1. High School	15	44.27	7.94	2	0.114	0.89	-
	2. Bachelor's	202	45.16	7.19	296			
	3.Master's/Doctoral	82	45.13	6.44				
Career Satisfaction	1. High School	15	15.00	4.61	2	5.542	0.00	3-2
	2. Bachelor's	202	15.91	4.83	296			
	3.Master's/Doctoral	82	17.83	4.40				

4.4.2. Correlation Values among Research Variables

Correlation analysis is performed to determine whether a relationship exists among the research variables. Coefficients are given in Table 4.18.

Table 4.18. Correlation Values of Research Variables

	M	SD	1	2	3
1. Creativity-self	45.11	7.008	1		
2. Job Crafting	54.95	10.124	0.52**	1	
3. Career Satisfaction	16.39	4.775	0.29**	0.35**	1

**$p < 0.01$

The first variable, Creativity-Self, has a mean of 45.11 and an SD of 7.008. It shows a moderate positive correlation ($r = 0.52$, $p < 0.01$) with job crafting ($M = 54.95$, $SD = 10.12$). This suggests that individuals who perceive themselves as more creative are more likely to engage in job crafting. Additionally, creativity-self and career satisfaction ($M = 16.39$, $SD = 4.775$) exhibit a weak to moderate positive correlation ($r = 0.29$, $p < 0.01$). This implies that while creativity contributes to career satisfaction, the effect is weaker compared to its effect on job crafting. Finally, job crafting and career satisfaction exhibit a moderate positive correlation ($r = 0.35$, $p < 0.01$). This means that employees who engage more in job crafting tend to experience greater career satisfaction.

4.4.3. Hypothesis Testing

In this section of the analysis, the research hypotheses were examined using Hayes's (2018) SPSS Process Macro, specifically Model 4. Description of the model and its variables, with career satisfaction as the dependent variable, creativity-self as the independent variable, and job crafting as the mediating variable.

H1: Creativity-self positively affects career satisfaction

Table 4.19 contains the analysis results used to test the first hypothesis.

Table 4.19. Direct Effect of Creativity-Self on Career Satisfaction

Predictor	**B**	**SE**	**t**	**p**	**CI; LL, UL**
Creativity-self	0.29	0.04	5.26	0.00	0.13; 0.27
Constant	7.42	1.73	4.30	0.00	4.02; 10.81
R^2	0.09	-	-	-	-
F	27.70	-	-	0.00	-

Note: B unstandardized beta; SE = standard error; LL = lower level confidence interval; UL = upper level confidence interval

The B coefficient (0.29, $p< 0.001$) indicates that creativity-self has a significant positive impact on career satisfaction. The 95% confidence interval, which is (0.13, 0.27), does not include zero, confirming statistical significance. The R^2 value (0.09) suggests that 9% of the variance in career satisfaction is explained by creativity-self, supporting H1.

H2: Creativity-self is positively related to job crafting behaviour.

The analysis results are presented in Table 4.20.

Table 4.20. Direct Effect of Creativity-Self on Job Crafting

Predictor	**B**	**SE**	**t**	**p**	**CI; LL, UL**
Creativity-self	0.52	0.07	10.56	0.00	0.61; 0.90
Constant	20.90	3.26	6.41	0.00	14.48; 27.32
R^2	0.27	-	-	-	-
F	111.46	-	-	0.00	-

Note: B unstandardized beta; SE = standard error; LL = lower level confidence interval; UL = upper level confidence interval

The B coefficient (0.52, $p < 0.001$) indicates that creativity-self has a significant positive impact on job crafting. The 95% confidence interval, which is (0.61, 0.90), does not include zero, confirming statistical significance. The R^2 value (0.27) suggests that 27% of the variance in job crafting is explained by creativity-self, supporting H2.

H3. Job crafting positively affects career satisfaction.

The results of the third hypothesis are presented in Table 4.21.

Table 4.21. Direct Effect of Job Crafting on Career Satisfaction

Predictor	**B**	**SE**	**t**	**p**	**CI; LL, UL**
Job Crafting	0.13	0.03	4.30	0.00	0.02; 0.19
Constant	4.73	3.26	2.65	0.00	1.21; 8.26
R^2	0.14	-	-	-	-
F	23.92	-	-	0.00	-

Note: B unstandardized beta; SE = standard error; LL = lower level confidence interval; UL = upper level confidence interval

The B coefficient (0.13, $p < .001$) indicates that job crafting has a significant positive impact on career satisfaction. The 95% confidence interval, which is (0.02, 0.90), does not include zero, confirming statistical significance. The R^2 value (0.14) suggests that 14% of the variance in career satisfaction is explained by job crafting, supporting H3.

H4. Job crafting mediates the relationship between creativity-self and career satisfaction.

The results of the analysis to test the last hypothesis are presented in Table 4.22.

Table 4.22. Indirect Effect of Job Crafting

		Job Crafting				**Career Satisfaction**		
Antecedent		B	SE	P		B	SE	P
Creativity-Self	A	0.522	0.071	0.000	E	0.150	0.043	0.018
Job Crafting		-	-	-	B	0.272	0.030	0.000
		$R^2 = 0.273$ F = 111.459				$R^2 = 0.139$ F = 23.916		

A simple mediation analysis was conducted using Hayes' PROCESS macro (Model 4) in SPSS to examine whether job crafting mediates the relationship between creativity-self and career satisfaction. The results indicated that creativity-self had a significant total effect on career satisfaction (c = 0.15, SE = 0.04, $p < 0.001$). When controlling job crafting, the direct effect of creativity-self on career satisfaction remained significant but reduced (c' = 0.27, SE = 0.03, $p < 0.001$). The indirect effect via job crafting was statistically significant (ab = 0.10, SE = 0.04, 95% CI [0.11, 0.30]), suggesting partial mediation. Therefore, H4 was supported.

The partial mediation model is given in Figure 4.1, and a summary of the hypotheses is given in Table 4.23.

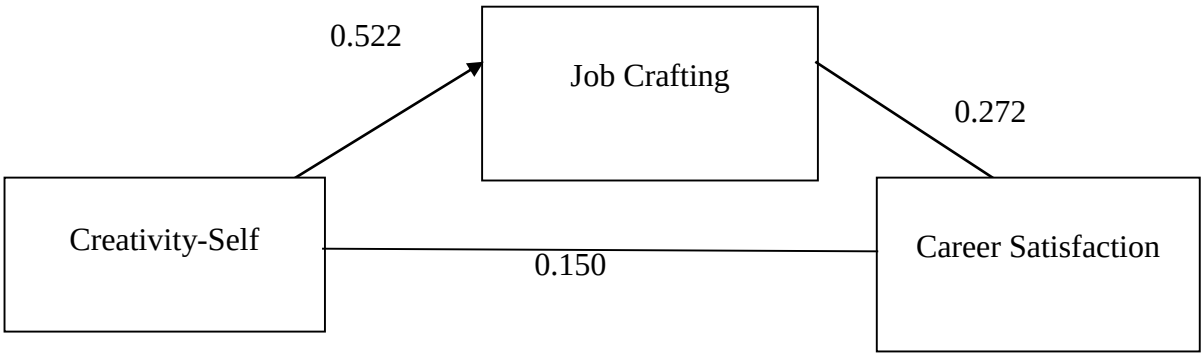


Figure 4.1. Mediation effect of job crafting on the relationship between creativity-self and career satisfaction.

Table 4.23. Summary of the Hypotheses

H1. Creativity-self positively affects career satisfaction.	Supported
H2. Creativity-self is positively predicting job crafting behavior.	Supported
H3. Job crafting positively affects career satisfaction.	Supported
H4. Job crafting mediates the relationship between creativity-self and career satisfaction	Supported

5. DISCUSSION

This study examines the mediating role of job crafting on the relationship between creativity-self and career satisfaction. It highlights the essential role of job crafting in enhancing career satisfaction, particularly for employees with strong creative-self beliefs. Individuals often need their job roles and personal abilities to align. One way to achieve this is through self-directed job redesign, where workers adjust the scope of their responsibilities, redefine work relationships, and reevaluate the significance they attribute to their occupations. This job, also termed as job crafting, has been recognized as a route towards improving workplace satisfaction by fostering an increased sense of belonging among workers towards their job (Slemp& Vella-Brodrick, 2013; Tims *et al.*, 2013; Wrzesniewski & Dutton, 2001).

This research examines how individuals who view themselves as innately creative, those high in creative self-concept, experience greater career satisfaction. However, while a creative mindset can give individuals the innovation potential, it is only the capacity to reinvent their job roles that typically determines whether this potential can result in meaningful engagement. Under strict working conditions that leave little opportunity for change, creative individuals may be stunted. Conversely, when given the latitude to modify how they approach tasks, collaborate with others, or interpret the purpose of their work, these individuals are better positioned to express their creativity constructively.

A quantitative, cross-sectional approach was employed, allowing for the collection of data from a broad range of professionals at a single point in time. The target population comprised employed professionals in Lagos, Nigeria. A stratified random sampling technique was proposed to ensure diversity across job types, industries, and experience levels. The study aimed for a sample size of 300 participants, ensuring adequate statistical power to detect medium to large effects in a mediation model. This choice was supported by literature recommendations and was deemed sufficient for the scope of the analysis (Fritz & MacKinnon, 2007).

The study employed the Mahalanobis Distance test to identify multivariate outliers in the dataset. One outlier was identified and removed from the dataset. Analyses were performed on 299 surveys. Data collection was conducted through online questionnaires using Google Forms. The questionnaires incorporated validated scales: the Creativity-Self Scale by Karwowski (2011), the Job Crafting Scale (JCS) by Slemp and Vella-Brodrick

(2013), and the Career Satisfaction Scale by Greenhaus *et al.* (1990). Ethical considerations were strictly observed, including obtaining informed consent, maintaining participant anonymity, and obtaining ethical clearance from a review board.

Kurtosis and skewness values were calculated to determine whether the dataset was normally distributed. The results indicated that the data set was normally distributed. Confirmatory factor analysis was applied to the data using the AMOS package program, and factor structures were examined. Kline (2015) states that the model chi-square, RMSEA, CFI, and SRMR indices should be reported. Accordingly, the fit indexes were close to the required values. Reliability values were calculated with Cronbach's alpha coefficient, and the scales were found to have high reliability.

Before hypothesis testing, the distribution of participants was examined according to their demographic characteristics. The distribution of respondents' demographic characteristics examines their gender, age, education level, employment status, experience in the current field, job title, company size, and industry. The study found that 40.1% of participants were male, and 59.9% were female. This shows that the majority of the participants in the study were female. In Lagos and Nigeria more broadly, there has been a growing emphasis on gender inclusion in the workforce, though some sectors may still be male-dominated. The finding that the sample has a higher percentage of female participants could indicate that the sectors and organizations sampled in this study align with this trend of increased female participation.

Demographically, the sample reflected youthfulness. The dominance of respondents aged 26–35 reflects Lagos's youthful character, a city renowned not only for demographic dynamism but also as Nigeria's pre-eminent economic center. This segment typically represents individuals who are in the early-to-mid-career phase—an opportunistic stage marked by aspiration, openness to novelty, and heightened engagement in work design and professional growth. These characteristics make them best placed to deconstruct the constructs of job crafting, career satisfaction, and creativity-self.

Educational distribution is an indication of Lagos's status as a hub of learning, with numerous tertiary institutions making a very educated workforce. The dominance of university-educated respondents is an indicator of a highly skilled workforce rich with the strategic and analytical abilities required for proactive career adaptation and long-term career

planning. Furthermore, education levels are also associated with increased levels of self-efficacy, which may increase the likelihood of engaging in job crafting behaviors and pursuing satisfying career trajectories.

The study reported that half of the participants were full-time employees. Lagos has a mix of formal and informal economies. The high percentage of full-time employees indicates a strong presence in the formal sector. However, the significant number of self-employed individuals also points to the entrepreneurial spirit and the prevalence of small businesses and startups in Lagos. Most participants are in their first five years of career. This distribution aligns with the young demographic of Lagos. Many young professionals are in the early stages of their careers. It also potentially reflects the high job turnover rate that is sometimes seen in fast-paced environments like Lagos.

The job titles of the participants included accounting, designer, marketer, engineer, manager, and others. The "others" category was the largest, including a wide range of professions. Lagos has a diversified economy with various sectors, which is reflected in the range of job titles. The significant "others" category highlights this diversity and the presence of various emerging professions in Lagos. The study included participants from micro, small, medium, and large companies. Lagos is characterized by a mix of company sizes, from small startups to large multinational corporations. This distribution reflects the structure of the Lagos economy, where micro and small businesses play a crucial role, but larger organizations also have a significant presence. The sectors in which the participants worked included manufacturing, services, finance, information technology, and other sectors. Lagos has a dynamic and diverse economy. The strong representation of the service sector aligns with the sector's growth in Lagos. The growing IT sector is also reflected in the data, demonstrating Lagos's position as a technology hub in Nigeria.

The study found that Lagos workers commonly reflect on the role of their job in their overall well-being, think about the positive impact of their work, and remind themselves of the significance of their work for the organization’s success. Activities such as organizing special events in the workplace were ranked lowest. In Lagos, a fast-paced and often demanding work environment, it is understandable that employees frequently think about the impact of their job on their well-being. The emphasis on the significance of work for organizational success aligns with the competitive nature of the Lagos job market. The lower

emphasis on workplace social events may reflect the focus on productivity and the challenges of achieving a work-life balance in a bustling city like Lagos.

Participants in Lagos state showed a high mean for statements like "Being a creative person is important to me", "I trust my creative abilities", and "I can cope with difficult situations." Lagos is a hub of innovation and entrepreneurship in Nigeria. The high value placed on creativity and self-belief reflects the need for individuals to be adaptable, resourceful, and innovative to thrive in Lagos's dynamic environment.

The responses indicated that employees in Lagos State generally expressed satisfaction with their career progress. While Lagos offers numerous opportunities, it also presents challenges, including job competition and economic uncertainty. The findings suggest that despite these challenges, many individuals in Lagos feel a sense of achievement and are optimistic about their career trajectory. Descriptive statistics showed high average scores across the constructs. For instance, participants generally agreed with statements related to creativity-self, as well as job crafting behaviors. This indicated that most respondents perceived themselves as creative and actively engaged in shaping their work environment. High scores on the career satisfaction scale indicated that respondents were generally satisfied with their current career paths.

Correlation analyses revealed a significant positive relationship among research variables. The study found a moderate positive correlation between creativity-self and job crafting, a weak positive correlation between creativity-self and career satisfaction, and a moderate positive correlation between job crafting and career satisfaction. These correlations suggest that, in the Lagos context, individuals who perceive themselves as creative are more likely to engage in job crafting and experience greater career satisfaction. These findings are consistent with the existing literature (e.g. Christensen-Salem *et al*., 2020; Ismail & Rishani, 2018; Mousa *et al.*, 2023; Oh & Pyo, 2023).

To test the research model, mediation analysis was conducted using Hayes' PROCESS Macro (Model 4). The findings confirmed that job crafting significantly mediated the relationship between creativity-self and career satisfaction. This means that individuals with higher creative self-belief tended to engage in job crafting, which subsequently enhanced their satisfaction with their career. Overall, the statistical analyses confirmed all the proposed hypotheses. Creativity-self positively impacted job crafting and career satisfaction. Job crafting not only predicted higher career satisfaction but also served as a

mediator in the relationship between creativity-self and career satisfaction. These findings substantiate the theoretical assumption that proactive job design driven by a strong creative self-concept leads to more meaningful and fulfilling work experiences.

The first hypothesis was to determine whether creativity-self significantly predicts career satisfaction. The results confirmed this, showing a significant positive relationship between individuals' belief in their creative abilities and their career satisfaction. This supports prior literature suggesting that creative confidence enhances motivation, problem-solving, and engagement at work, which ultimately contributes to career satisfaction (Ismail & Rishani, 2018; Oh & Pyo, 2023). Employees who feel that they can generate fresh and productive ideas tend to experience greater congruence between their aspirations and the demands of their career. Empirical data confirm this relationship between self-identified creativity and effective careers. Ismail and Rishani (2018) conducted research with 128 Lebanese professionals, concluding that there was a moderate positive correlation between career development and creative disposition. Similarly, Oh and Pyo (2023) also found, in a study involving 550 South Korean participants, that creative self-belief predicted occupational satisfaction and was mediated by emotional regulation strategies, such as cognitive reappraisal and enhanced positive affect.

The second hypothesis, which is empirically supported, states that individuals who report themselves as having a high level of creativity tend to exhibit significant job crafting behaviors. When employees have high confidence in their creative abilities, they are likely to engage in proactive attempts to reorganize their role, either by changing particular tasks, reframing interpersonal interactions, or changing the general sense of their work, thus matching their duties to their inner values and abilities (Christensen-Salem *et al*., 2020). This kind of alignment encourages innovation at the workplace and leads to a greater psychological involvement.

Similarly, the third hypothesis examines whether job crafting promotes increased career satisfaction. The empirical evidence suggests a strong correlation: participants who actively restructure their working duties and social relations tend to achieve high rates of professional satisfaction. When job content and context align with an employee's strengths, values, and aspirations, they are more internally motivated, maintain stronger commitments, and develop a greater sense of accomplishment in the long run. Mousa *et al*. (2023) also demonstrate that both individual job-crafting and collaborative job-crafting approaches have

a positive impact on workplace connection and satisfaction, even in unconventional work environments. These findings align with the Job Demands-Resources (JD-R) model, which suggests that changing a job role to meet psychological needs, including autonomy, mastery, and belonging, contributes to increased engagement and job satisfaction (Wang *et al*., 2017). Subsequently, job crafting presents itself as a strategy and motivational process that furthers the employee's experience in various organizational contexts.

The fourth hypothesis investigated the mediating effect of job crafting in the relationship between creative-self and career satisfaction. Analysis supported the mediating impact as moderate but significant, indicating that individuals who strongly believe in their creative abilities can achieve career satisfaction independently of their creative abilities. In contrast, the process of redefining their roles significantly contributes to the strengthening of the relationship. Job crafting is, therefore, a major source of behavioral pathways through which individual creativity is transformed into satisfying and purposeful working experiences. This finding demonstrates that the organizations need to promote not only creative self-identities, but also the independent organizations of work roles.

The implications are further strengthened when considered within the socio-economic context of Lagos, Nigeria, a vibrant city with a young and ambitious workforce. The evidence suggests that, in this context, creative-self is a significant predictor of job crafting and career satisfaction. Consequently, job crafting is an initiative that organizations in Lagos might gain through active support. Allowing employees to control their work by being innovative and flexible may make them feel more engaged, reinforce retention, and promote a sustainable career path. The best way to create resilient and high-performing teams in such a demanding urban economy may be to foster environments that encourage creative thinking and autonomous job redesign.

6. CONCLUSION

This study employed a quantitative, cross-sectional design to investigate the mediating effect of job crafting on the relationship between creative self and career satisfaction. The findings are significant in highlighting job crafting as a self-directed and strategic process whereby individuals reframe their jobs to more closely reflect their personal capabilities, values, and aspirations, leading to higher career satisfaction. Through data collection from professionals across various industries in Nigeria, this study provides empirical evidence supporting the interconnectedness of creativity-self, job crafting, and career satisfaction.

People who had a strong sense of creative potential expressed proactive role reconfiguration, changing responsibilities, redefining professional relationships, and re-framing their work attitude to fit more closely with their goals and self-image. These changes promoted a more successful image, a greater sense of personal significance in their work and more perpetuated motivation. Essentially, job crafting was a behavioral process which converted creative self into career satisfaction.

However, individual agency is not the only determinant of success in job crafting; organizations have key roles in determining success in job redesign. Flexible work environments that promote autonomy and encourage constant growth are the needed platform that enable employees to redefine their roles. Nurturing innovation and flexible work environment is more than simply procedural flexibility; it needs managerial willingness to enable change driven by employees without sacrificing organizational goals.

In practice, the results offer practical recommendations. Organizations which wish to improve employee morale, reduce turnover, and promote innovation must create creative environments and encourage individual initiative. This may involve introducing reward practices, acknowledging new contributions, providing individuals with opportunities for self-directed learning, or designing training programs to strengthen the adaptive capacity and creative confidence of employees. Enabling employees with the freedom and resources to establish their roles unlocks the possibility of a more productive, innovative, and resilient staff.

Central to these observations is the insight that career satisfaction is a fluid condition, not an absolute quality, influenced by both internal drives and external behaviors. In current

rapidly changing organizational contexts, rigid job descriptions can constrain staff potential. Enabling professionals to reevaluate their roles promotes adaptability, motivates higher engagement, and inspires greater alignment with organizational missions.

The redesign of current jobs, also referred to as job crafting, is a valid process for engaging employees. Empirical studies, however, show that these redesigns are limited by structural constraints, i.e. limited discretionary powers or highly hierarchical structures, which can limit prospects of reconfiguration. In such situations, employees will be dissatisfied or withdrawn. In addition, self-made changes, which do not require manager approval, may create confusion or a lack of alignment with organizational strategic goals. In turn, researchers argue that managers must balance autonomy and role clarity and coherence.

The cross-sectional approach employed in the current study provided an in-depth understanding of the various sectors within Lagos, Nigeria. Its conclusions, however, leave a scope for investigation. Longitudinal designs would facilitate an understanding of the evolution of the creative self and job crafting over time. In contrast, the sector-specific questions may explore the circumstances in which the organizational context influences the effectiveness of role customization.

The current study contributes to the organizational-psychological discourse by placing job crafting at the center of the discussion as a channel through which the creative self is related to career satisfaction. Allowing them to personalize their work strengthens engagement, meaning, and output. Through the study, the rigid view of satisfaction is therefore refuted, and the study presents the view of satisfaction as a dynamic relationship between individual identity, personal initiative, and environmental enablers.

This study has some limitations. First, it employed a cross-sectional design, which means the results cannot establish cause and effect. Second, the data were collected through self-report questionnaires, which may introduce bias as participants might not answer honestly. Third, the sample was taken only from Lagos, so the findings may not apply to all workplaces or cultures in Nigeria or elsewhere. Additionally, the study only examined job crafting as a mediator; other factors, such as leadership style or work environment, may also play a role. Lastly, the variables were measured at a single point in time; however, job crafting and career satisfaction can change over time. Future studies should utilize a larger sample size, different locations, and track changes over time.

Subsequent studies could investigate the extent to which proactive role shaping influences long-term career development and the performance of organizations across a broad range of cultural and economic contexts.

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APPENDICES

APPENDIX A: ETHICS COMMITTEE APPROVAL

APPENDICES

APPENDIX A: ETHICS COMMITTEE APPROVAL

ANKARA YILDIRIM BEYAZIT UNIVERSITY (AYBU)
SOCIAL AND HUMAN SCIENCES ETHICS COMMITTEE
RESEARCH PROJECT APPROVAL DOCUMENT

Ankara Yıldırım Beyazıt University Social Sciences Faculty/Institute Management and Organization from academicians/students, Shukurat Adeola Abdulazeez: The Mediating Role of Job Crafting in the Relationship between Creativity and Career Success: An Empirical Study titled research was evaluated.

(This part must be filled by the applicant).

The project was approved in terms of ethics.	☒
The project needs to be re-submitted in terms of ethics.	☐
The project was rejected in terms of ethics.	☐

AYBU SOCIAL AND HUMAN SCIENCES ETHICS COMMITTEE DECISION (To be filled by the Ethics Committee)	
Research code (Year – Research order number)	2024-401
The date the application form was received by the Ethics Committee	07.05.2024
Ethics Committee Decision meeting date and decision number	22.05.2024 /05-401
Place	Ankara Yildirim Beyazit University, Esenboga Kulliyesi, Ankara-Turkey
Participants	Members who signed the form attended the meeting.

CHAIRMAN AND MEMBERS OF THE COMMITTEE:

Prof. Dr. Zafer ÇELİK	Chairman
Prof. Dr. Suat ERDEM	Member
Assoc. Dr. Bahar İNKAYA	Member
Assoc. Dr. Bayram SİNKAYA	Member
Assoc. Dr. Hakan DULKADİROĞLU	Member
Assoc. Dr. Halime Şenay GÜZEL	Member
Assoc. Dr. Keziban Büşra KAYNAK EKİCİ	Member
Asst. Prof. Dr. Asuman ÇUKUR	Member
Asst. Prof. Dr. Esin KIVRAK KÖROĞLU	Member
Asst. Prof. Dr. İrem ŞENGÜL	Member
Asst. Prof. Dr. İpek METE	Member

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APPENDIX B: SURVEY INSTRUMENT

Section A: Demographic Information

1. Gender	Female [ ] Male [ ]
2. Age	15-25 [ ] 26-35 [ ] 36-45 [ ] Above 45 [ ]
3. Level of education	High School or below [ ] Bachelor's degree [ ] Master's degree [ ] Doctoral degree [ ]
4. Employment Status	Full time [ ] Part time [ ] Self employed [ ] Other [ ]
5. Experience in your current field	1-5 years [ ] 6-10 years [ ] Above 10 years [ ]
6. What is your job title or position?	Accounting [ ] Designer [ ] Marketer [ ] Engineer [ ] Manager [ ] Other [ ]
7. What is the size of the size of the company you work for?	Micro (1-10 employees) [ ] Small (11-50 employees) [ ] Medium (51-250 employees) [ ] Large (more than 250 employees) [ ]
8. What industry or sector do you work in?	Manufacturing [ ] Services [ ] Finance [ ] Information-Technology [ ] Other [ ]

Section B: Job Crafting Scale

1	2	3	4	5
Hardly ever				Very often

1.	Introduce new approaches to improve your work.	1	2	3	4	5
2.	Change the scope or types of tasks that you complete at work.	1	2	3	4	5

3.	Introduce new work tasks that you think better suit your skills or interests.	1	2	3	4	5
4.	Choose to take on additional tasks at work.	1	2	3	4	5
5.	Give preference to work tasks that suit your skills or interests.	1	2	3	4	5
6.	Think about how your job gives your life purpose.	1	2	3	4	5
7.	Remind yourself about the significance your work has for the success of the Organization.	1	2	3	4	5
8.	Remind yourself of the importance of your work for the broader community.	1	2	3	4	5
9.	Think about the ways in which your work positively impacts your life.	1	2	3	4	5
10.	Reflect on the role your job has for your overall well-being.	1	2	3	4	5
11.	Make an effort to get to know people well at work.	1	2	3	4	5
12.	Organise or attend work related social functions.	1	2	3	4	5
13.	Organise special events in the workplace (e.g., celebrating a co-worker's birthday).	1	2	3	4	5
14.	Choose to mentor new employees (officially or unofficially).	1	2	3	4	5
15.	Make friends with people at work who have similar skills or interests.	1	2	3	4	5

Section C: Short Scale of Creativity Self Scale

1	2	3	4	5
Definitely not	Somewhat not	Neither yes or no	Somewhat yes	Definitely yes

1	I think I am a creative person.	1	2	3	4	5
2	My creativity is important for who I am.	1	2	3	4	5
3	I know I can efficiently solve even complicated problems.	1	2	3	4	5
4	I trust my creative abilities.	1	2	3	4	5
5	My imagination and ingenuity distinguishes me from my friends.	1	2	3	4	5
6	Many times I have proved that I can cope with difficult situations.	1	2	3	4	5
7	Being a creative person is important to me.	1	2	3	4	5

8	1 am sure I can deal with problems requiring creative thinking.	1	2	3	4	5
9	I am good at proposing original solutions to problems.	1	2	3	4	5
10	Creativity is an important part of myself.	1	2	3	4	5
11	Ingenuity is a characteristic that is important to me.	1	2	3	4	5

Section D: Career Satisfaction Scale

1	2	3	4	5
Strongly Disagree	Disagree to some extent	Uncertain	Agree to some extent	Strongly Agree

1	I am satisfied with the success I have achieved in my career.	1	2	3	4	5
2	I am satisfied with the progress I have made toward meeting my overall career goals.	1	2	3	4	5
3	I am satisfied with the progress I have made toward meeting my goals for income.	1	2	3	4	5
4	I am satisfied with the progress I have made toward meeting my goals for advancement.	1	2	3	4	5
5	I am satisfied with the progress I have made toward meeting my goals for the development of new skills.	1	2	3	4	5