Using an online tool to support job crafting behavior among workers with disabilities:
An exploratory study

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☙ ABSTRACT. Questo studio ha esaminato l'impatto dell'applicazione JOS, un nuovo strumento che stimola e facilita il job crafting attraverso la tecnologia di comunicazione online. È stato condotto uno studio pre e post intervento senza gruppo di controllo: l'intervento, della durata di 5 settimane, ha previsto brevi esercizi di job crafting per riflettere su se stessi e sul proprio lavoro, sull'adattamento tra questi due aspetti e sulle possibili strategie di job crafting per migliorare questo adattamento. I punteggi ottenuti mettono in evidenza che il comportamento proattivo potrebbe non avere alcun effetto – o addirittura negativo – nel breve termine, ma effetti positivi nel lungo termine.

☙ SUMMARY. *This study examined the impact of the JOS app, a new tailored web–based job crafting intervention tool that aims to make job crafting more accessible to workers with disabilities. The JOS app has been developed as a self–guided online tool that stimulates and facilitates job crafting through micro–interventions (i.e. without intensive contact with a trainer or coach, but through online communication technology). We expected that the intervention would have a positive impact on participants' job crafting behaviors. In addition, we expected a positive influence of the intervention on their job satisfaction and perceived employability. A pre– and post–intervention study without control group was conducted. The 5–week intervention includes brief job crafting exercises to reflect upon themselves (e.g. abilities, energy eaters and givers) and their work, the fit between those two, and to think about possible job crafting strategies to improve this fit. Using the JOS app has led to more job crafting behavior among participants. Scores on both job satisfaction and perceived employability remained virtually unchanged. This is consistent with previous suggestions that proactive behavior might not have any effects at all, or even negative ones, in the near term, but positive effects in the long term.*

Keywords: *Job crafting, JOS app, Workers, Disability*

INTRODUCTION

The Belgian statistical office Statbel reports that 9% of people aged 15 to 64 have a handicap or health issue that significantly restricts their everyday activities. Due to these restrictions, only 26% of them are employed, compared to 65% of the general population. They have an unemployment rate that is 3 percentage points greater than the general population, and 74% of them are inactive, meaning they are not looking for work or are not available for it (Statbel, 2018). To close the disability employment gap, the government invests in strategies to support people with disabilities to move into employment. Supporting people with disabilities in finding work is important and necessary. At least as important and necessary is to make sure that they are employed in a 'good' job (i.e. a job that fits their strengths, skills, interests, preferences, and needs related to employment) so they can remain at work. Unfortunately, that is not always the case (Bourdeaud'hui, Janssens & Vanderhaeghe, 2021). It's up to employers to step up and make workplace accommodations and/or provide extra support. For this purpose, employers can rely on the advice and guidance from service providers and if necessary, apply for funding support. In addition, workers with disabilities may also proactively take the initiative to change their existing job for it to better suit their personal strengths, skills, interests, preferences, and needs. This self–initiated proactive behavior is known as job crafting (Wrzesniewski & Dutton, 2001).

Previous research by Brucker & Sundar (2020) shows that employees with disabilities, compared to employees without disabilities, participate less in job crafting behaviors. Although job crafting concerns employees' self–initiated behaviors, organizational interventions can support or encourage these proactive behaviors (Gordon et al., 2018). There is growing evidence that job crafting interventions, such as one–day training interventions and online workbooks, can increase employee job crafting behavior (Devotto & Wechsler, 2019). But since the interventions and tools for job crafting currently in use are designed for the general population, they probably need to be modified to address the unique needs of workers with disabilities (Brucker & Sundar, 2020).

Job crafting

Job crafting was first introduced by Wrzesniewski & Dutton (2001). They defined job crafting as "the physical and cognitive changes individuals make in the task or relational boundaries of their work" (p. 179). Changing task boundaries refers to altering the type, scope, number, or sequence of tasks (task crafting). For example, they can choose to simplify tasks to make them less intense and taxing where possible or to remove tasks that do not suit to their abilities. Changing relational barriers means altering and shaping the relationships with other people at work and the activities that it carries out with the co–workers (relational crafting). Employees may seek out or create opportunities to interact with others at work, fostering new connections and maintaining existing ones. But they may also intentionally spend less time with individuals they do not like. Changing cognitive task boundaries entails re–framing how employees perceive their work (cognitive crafting) (Wrzesniewski & Dutton, 2001). This includes reflecting on the value, meaning and significance of our work activities for the organization, and for others, such as our customers, clients, or wider society. Two more types of job crafting behavior were later added: contextual crafting and time and spatial crafting. Contextual crafting refers to employees who alter the workplace or work environment (Sanders, Dorenbosch, Grundemann & Blonk, 2011), whilst time and spatial crafting refers to employees who analyze and choose the most suitable time and place to work (Wessels et al., 2019).

Tims & Bakker (2010) enriched the theoretical background by framing job crafting within the Job Demands–Resources (JD–R) model (Bakker & Demerouti, 2007) and fit. The JD–R model is used to investigate predictors of employee well–being, engagement, and individual and organizational outcomes. According to the model, job characteristics can be divided into two categories: job demands and job resources. Job demands typically result in job strain that necessitates an effort to cope (e.g., workload and time constraints), whereas job resources aid in goal attainment and are associated with personal growth (e.g. performance feedback and task variety). As a result, job resources serve as an important buffer against the psychological costs associated with job demands (Bakker & Demerouti, 2017). Employees can modify their jobs to better fit their talents, abilities, preferences, and needs by increasing or decreasing job demands and job resources, allowing them to maintain motivation and protect their well–being (Wessels et al., 2019). Petrou and colleagues (Petrou, Demerouti, Peeters, Schaufeli & Hetland, 2012) define job crafting therefore as "proactive employee behavior consisting

of seeking resources, seeking challenges, and reducing demands" (p. 501).

According to earlier research, job autonomy enables employees to flexibly schedule their work, make decisions, and select methods used to perform tasks to satisfy their needs (Li, Han, Qi & He, 2020). Employees have the freedom, discretion, and independence to actively craft their jobs according to their unique preferences, needs, and abilities thanks to job autonomy (Rudolph, Katz, Lavigne & Zacher, 2017; Wrzesniewski & Dutton, 2001).

Motives for crafting work

Employees engage in job crafting for different reasons (Wrzesniewski & Dutton, 2001). Lazazzara, Tims and De Gennaro (2020) observed in a recent meta–synthesis of qualitative job crafting research that those reasons can be of two types: proactive and reactive motives. Proactive motives refer to employees wanting to initiate job crafting to reach desirable goals (e.g. more control over their own actions, a more positive self–image, better relationships with colleagues or customers, a better work–life balance, and the ability to use talents), while reactive motives are related to the need to cope with or reduce negative aspects of work (e.g., lack of autonomy, role ambiguity, and job insecurity) (Lazazzara et al., 2020). Job crafting with a proactive motivation is also known as approach crafting, while job crafting with a reactive motivation is known as avoidance crafting. Approach crafting refers to self–directed actions to obtain positive work aspects, whereas avoidance crafting refers to self–directed actions to avoid or avoid negative work aspects (Bruning & Campion, 2018; Zhang & Parker, 2019).

Work outcomes of job crafting

A meta–analysis of job crafting, and its outcomes found that it is linked to person–job fit, well–being, work engagement, job satisfaction, and work performance (Rudolph et al., 2017). More recent meta–analyses, (e.g. Lazazzara et al., 2020), nuance these positive outcomes to some extent. Job crafting appears to have especially favorable effects with approach crafting. Avoidance crafting appears to have no or a rather negative effect on

individual performance. Reducing job demands deprives employees from the stimulating changes of their job and harms their performance. It could also indicate a broader avoidance motivation or withdrawal behavioral pattern, which could lead to neglect or mental abandonment of the work (Lazazzara et al., 2020). However, the research of Mäkikangas (2018) and later Petrou & Xanthopoulou (2021) suggest that concurrent avoidance and approach crafting ensures that the approach buffers the negative effects of avoidance crafting.

Job crafting among workers with disabilities

According to Wrzesniewski & Dutton (2001), practically anyone can craft his or her job, at least to some extent. Their research includes numerous examples of job crafting among people from diverse occupational groups, such as cooks, cleaners, and child supervisors. Over past years, job crafting research has provided findings on vulnerable workers, including low skilled workers (e.g. Fuller & Unwin, 2017), older employees (e.g. Kooij, Nijssen, Bal & Van Der Kruijssen, 2020), migrant workers (e.g. Arasli, Arici & Ilgen, 2019), temporary employees (e.g. Plomp, Tims, Khapova, Jansen & Bakker, 2019), and employees with disabilities (Brucker & Sundar, 2020; Macchitella et al., 2021; Sundar & Brucker, 2021).

However, workers with disabilities are less likely to craft their job than those without disabilities. Workers with both disabilities and higher educational levels were more likely to engage in job crafting, whereas those with mobility limitations were least likely to do so (Brucker & Sundar, 2020). This is unfortunate considering the challenges workers with disabilities experience in their work today. For example, research shows that workers with disability often lack the workplace accommodations and/or extra support they need in order to perform their job optimally (Van Laer, Verbruggen & Janssens, 2011). According to Baldridge and Veiga (2001, 2006), organizations may not provide accommodations because people with disabilities do not request them. Partly because they are worried about how others will perceive them and whether they will be stigmatized. Requesting assistance may make them appear less competent or capable, or it may invite labeling. Partly because they are afraid of not being able to reciprocate, or of tilting resource distribution inequitably

against coworkers. Partly due to a desire not to impose on others (for example, asking people to slow down for the sign language interpreter) (Baldridge & Veiga, 2001, 2006; Kulkarni & Lengnick–Hall, 2011; McLaughlin, Bell & Stringer, 2004). Workers with disabilities also score less well in terms of career development. Compared to people without disabilities, they start more often in low–skilled and thus low–paid jobs at entry level with low autonomy (Barnes & Mercer, 2005; Pagán & Malo, 2009), which may limit their ability to engage in job crafting. They may also have careers that have plateaued, in that they do not always reach administrative and professional positions that others without disabilities do. Further, they have fewer career opportunities, fewer opportunities for internal and external mobility, and fewer opportunities for continuing education and training (Kulkarni & Gopakumar, 2014). This sticky floor is viewed as an issue with both employee and employer–related contributors. Employers believe that employees with disabilities may feel comfortable in their jobs, reducing their desire to advance. People with disabilities may be discouraged from seeking employment because of new probationary periods and accessibility concerns. As a result, it is likely that people with disabilities do not signal their ability or desire for career advancement (Hernandez et al., 2008; Lustig & Strauser, 2003). Unfortunately, this may have a detrimental effect on their internal and external marketability (Arthur, Khapova & Richardson, 2017), which is often referred to as perceived employability in the work and organization literature (Vanhercke, De Cuyper, Peeters & De Witte, 2014). Assuming that workers are increasingly responsible for their own work and career development, perceived employability can be defined as one's perceived possibilities to obtain and maintain employment (De Vos & Van der Heijden, 2017). Earlier studies have shown a positive relationship between job crafting and employability (Brenninkmeijer & Hekkert–Koning, 2015; Tims, Bakker & Derks, 2012).

OBJECTIVE

In the present study, we introduce and examine the JOS app, a new tailored web–based job crafting intervention tool that aims to make job crafting more accessible to workers with disabilities and increase their engagement in job crafting behaviors. By doing so, we want to enable them to

work on promoting their sustainable employability. The aim of this study was to test the effectiveness of the JOS app, with a pretest–posttest study design, to improve work related outcomes among worker with disabilities. Therefore, the following research hypotheses were developed (see Figure 1):

- H1: Using the JOS app, and thus gaining insights in own tasks, talents, energy givers and takers, and perceived difficulties in work, leads to more job crafting behavior among participants.
- H2: Job autonomy is a condition for effectiveness of the JOS app to stimulate job crafting behavior.
- H3: Participants experience higher job satisfaction after using the JOS app compared to their job satisfaction before the intervention.
- H4: Participants experience higher employability after using the JOS app compared to their employability before the intervention.

METHODS

Intervention

The JOS app, which is based on the job crafting theory of Wrzesniewski & Dutton (2001), has been developed as a self–guided web–based application that stimulates and facilitates job crafting through micro–interventions (i.e. without intensive contact with a trainer or coach, but through online communication technology) and tailored to people with disabilities. The JOS app consists of 8 steps, which includes brief job crafting exercises to reflect upon themselves (e.g. abilities, energy eaters and givers) and their work, the fit between those two, and to think about possible job crafting strategies to improve this fit. Each step starts with an introductory video, in which the character JOS tells the user what they need to know about the specific stage. During five–weeks users receive several invitations to complete all steps. Each step can be considered separately as a micro–intervention. After each step, users can choose to go immediately to the next step, although the app encourages them to take a break after each step. By accessing the JOS app from Google Chrome, participants can use the auto–translate feature in Chrome that automatically translates a web page from a foreign language into a native one. Using a mobile phone or tablet, speech to text programs can be used to fill in the answers in the JOS app (see Appendix).
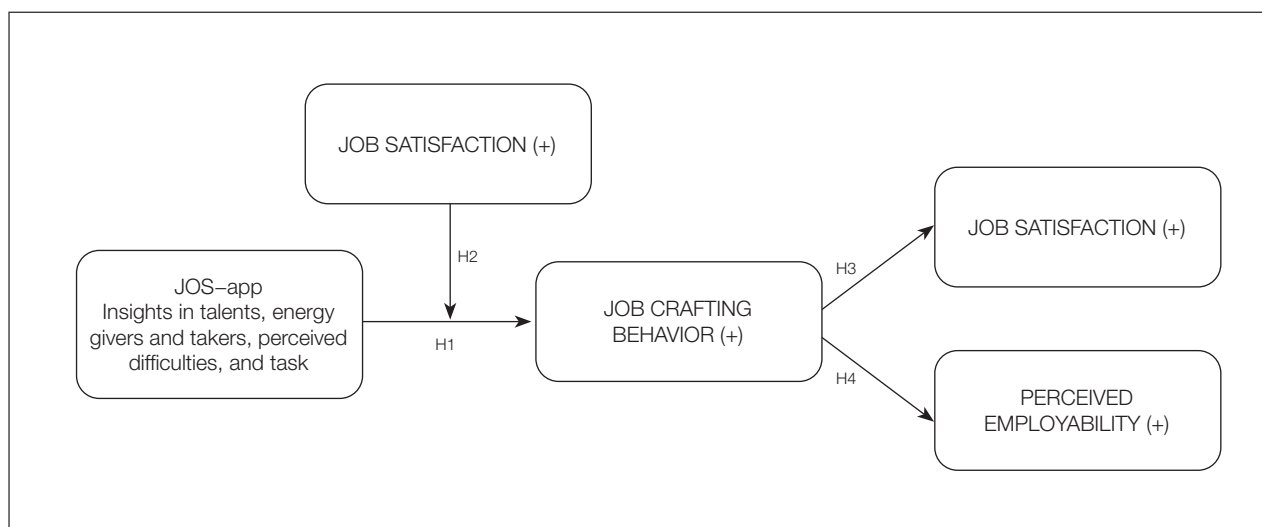
Participants

This study was carried out from April 2021 to December 2021. Study participants were enrolled by convenient sampling via various organizations working with people with disabilities (advocacy groups, sheltered workplaces, service providers, welfare organizations, sports associations, etc.), and those who responded first were the sample. The inclusion criteria for participants were: (1) 18–67 years old; (2) experienced a physical or mild mental/psychological condition which limited their work performance; (3) employed in a regular or sheltered or volunteer (unpaid) job; (4) absence of cognitive limitations that prevented them from providing informed consent. Interested individuals applied via mail and were then asked whether they experience a long–term illness, condition, or disability, and if so, to what extent they feel impeded in their daily activities as a result. These two questions were meant to assess as to whether the interested individual belonged to our intended target group. If so, they received an invitation to the survey a few days later.

Study design

A pre– and post–intervention study without control group was conducted. Therefore, we put this study as a pilot study to investigate the effectiveness of our job crafting intervention preliminarily. The ethics review board of the Odisee University approved the procedures before the start of the study. The survey began with a cover letter informing the participants about the study's content and goal, as well as asserting that responses would be kept confidential, and participation was voluntary. Before proceeding to the survey items, participants provided informed consent. Participants provided informed consent before moving on to the survey items. Participants completed a survey prior to the intervention (T1, pre–test) and 2 weeks after the intervention (T2, post–test). In between pre– and post–test, participants completed the JOS app steps during the 5 weeks of job crafting.

Measures

All data were collected using a web–based self–report survey at baseline (T1) and post–intervention (T2). The survey was created in Qualtrics® and included standardized questions. The questionnaire took 15 minutes or less to complete.

– *Job crafting behavior* was measured with the *Overarching Job Crafting Scale* of Vanbelle (2017), consisting of four items. Example items are: 'I make changes in my job to feel better', 'I change my job so it would better fit with who I am'. All responses were given on a five–point scale (1 = totally disagree, 5 = totally agree). Since contextual crafting behavior is missing from this scale, we added the following

item: 'I make my own changes in my environment so that I can function better in my job.' Job crafting behavior was measured by calculating an average score for the five items. Reliability is respected as Cronbach's α = .84

– *Job autonomy.* We used the subscale 'autonomy' of the *Work Design Questionnaire* of Morgeson & Humphrey (2006). The scale consisted of three items that were rated on a five–point Likert scale ranging from 1 (totally disagree) to 5 (totally agree), with Cronbach's α = .83. A sample item is 'I can decide how to do my work.' Autonomy was measured by calculating an average score for the three items.

– *Job satisfaction* was measured by calculating an average score for the four items of the *Work Domain Satisfaction Scale*, a multi–item scale of Blais and colleagues (Blais, Lachance, Forget, Richer & Dulude, 1991). Example items are: 'I am satisfied with my work', 'My work fits well with what I am good at.' Items were rated on a five–point Likert scale ranging from 1 (totally disagree) to 5 (totally agree). The Cronbach's α = .80

– *Employability.* Perceptions on internal and external employability were measured by calculating an average score of the four items from the scale of De Cuyper and De Witte (2008). Example items are: The items were: 'I could easily find another job at my current employer', 'I could easily find a better job with another employer'. Items were scored on a 5–point scale (1 = totally disagree, 5 = totally agree), with Cronbach's α = .74.

– *Insights in talents, energy givers and takers, perceived difficulties, and tasks.* For employees to know which job adaptations will be most beneficial, it is important that they gain insights in their tasks, talents, energy givers and takers, and perceived difficulties in their work. The exercises in the first 4 steps of the JOS app are designed to help users gain these insights. In the post survey, we asked participants to what extent the app contributed to a better understanding of their tasks, talents, energy givers and takers, and perceived difficulties in their work.

Statistical analysis

The collected data has been analyzed with the help of SPSS. Firstly, descriptive analysis (means and standard deviations) was conducted to reveal levels of participants' insights in talents, energy givers and takers, perceived difficulties, and tasks, and participants' job crafting behavior, job satisfaction,

employability, and job autonomy. Secondly, correlation analysis evaluated the relation between insights in talents, energy givers and takers, perceived difficulties, and tasks, and job crafting behavior at T2, and between job crafting behavior and job satisfaction, and between job crafting behavior and employability. Thirdly, paired–samples t–tests were performed to examine whether the levels of job crafting behavior, job satisfaction, and employability at T2 differed from those at T1. Finally, data were analyzed with regression analyses to see the effect of job autonomy on job crafting behavior.

Validity

All items were translated in Dutch using the back–translation method. To ensure that the survey was comprehensible and readable for all study participants, including those with a mild intellectual disability, all items were re–examined and if necessary adapted or simplified by an organization working on multiple fronts to develop the talents of people with disabilities. The Likert scale used was also clarified visually using the *Thumbs–Up* scale. Finally, ten persons with a mild intellectual disability tested the modified survey.

RESULTS

Participants

In total, 45 workers with a disability participated in the study and answered the baseline questionnaire (T1) and completed the postintervention survey (T2). Demographic characteristics of participants are presented in Table 1.

Better understanding of themselves and their work

Based on the scores in Table 2, we could say that the JOS app has succeeded in giving participants insight into their tasks, talents, energy givers and takers, and perceived difficulties in their work.

Our research also shows a significant correlation ($r = .40$, $p = .023$) between 'insight into yourself and work situation' and 'job crafting behavior T2'. Participants who score higher

Table 1 – Demographic characteristics of participants

Participants	Total *n* (%) *n* = 45
Gender	
Female	26 (57.8%)
Male	18 (40.0%)
Other	1 (2.2%)
Age	
<45	32 (71.1%)
≥45	13 (28.9%)
Education	
No diploma	19 (42.2%)
Diploma of high school	8 (17.8%)
Diploma of higher education	18 (40.0%)
Disability	
Physical	38 (84.4%)
Mild cognitive	7 (15.6%)
Work	
Regular employment (paid)	18 (40.0%)
Sheltered employment (paid)	15 (33.3%)
Volunteer work (unpaid)	12 (26.7%)

Table 2 – Scores on gaining insights in tasks, abilities, talents, preferences, and needs (n = 45)

	Through the JOS app, I have gained insight into my…				
	Tasks	Talents	Energy givers	Energy takers	Difficulties
Mean	3.8/5	3.8/5	3.8/5	3.8/5	3.7/5
Median	4.0/5	4.0/5	4.0/5	4.0/5	4.0/5
Standard Deviation	.85	.85	.85	.79	.91

on the questions that probe 'insight into yourself and the work situation', also score higher on 'job crafting behavior' in the post–test.

Evolution of outcome variables at baseline, and post–intervention

Table 3 shows the means and standard deviations of the outcome variables at baseline (T1), and post–intervention (T2). The means of work job crafting behavior (total) increased over time. Job satisfaction and employability did not change significantly.

Effect on job crafting behaviors

The job crafting intervention showed a significantly positive effect on the evolution of job crafting behaviors before and after (Table 3). The degree to which participants progressed in job crafting behaviors differed depending on whether they already exhibited these behaviors before using the JOS app and the degree to which they experienced job autonomy in their work (see Figure 2). The greatest progress in job crafting behavior (+.68 points) is seen among participants who score high on job autonomy (≥3/5) and low on job crafting behavior (<3/5) at T1, followed by participants who score high on job autonomy (≥3/5) and high on job crafting behavior at T1 (≥3/5) (+.42 points). However, also participants scoring low on job autonomy (<3/5) but low on job crafting behavior at T1 exhibited more job crafting behavior at T2 (+.40 points). The other participants – low score on autonomy and high on job crafting behavior at T1 – deteriorate slightly (−.08 point).

Effect on job satisfaction and employability

The pretest shows a positively significant relationship between job crafting behavior and job satisfaction ($r = .42$, $p<.001$) and a slightly weaker positively significant relationship between job crafting behavior and employability ($r = .21$, $p = .042$) (see Table 4).

At T2, the correlations between the variables generally increased ($r = .52$, $p<.001$; $r = .33$ and $p<.029$, respectively) (see Table 5). However, between the pre– and post–measurement, there is almost no change in the scores given by participants on job satisfaction and perceived employability.

CONCLUSIONS

The aim of this study was to test the effectiveness of the JOS app, a tailored web–based job crafting intervention tool for workers with disabilities.

Our research shows that JOS app can encourage people with disabilities to engage in more job crafting behavior. The mean score for job crafting behavior increased significantly

Table 3 – Evolution of outcome variables at baseline, and post–intervention follow–up (n = 45)

	T1		**T2**		**T2–T1**	***p* value**
	Mean	*SD*	*Mean*	*SD*		
Job crafting behavior	3.29	.86	3.65	.94	.36	*p<.001*
Job satisfaction	3.30	1.24	3.38	1.44	.08	*p = .741*
Employability	3.10	1.06	3.07	.95	−.03	*p = .445*

Figure 2 – Evolution of job crafting behavior, considering autonomy T1 and job crafting behavior T1 (N = 45)
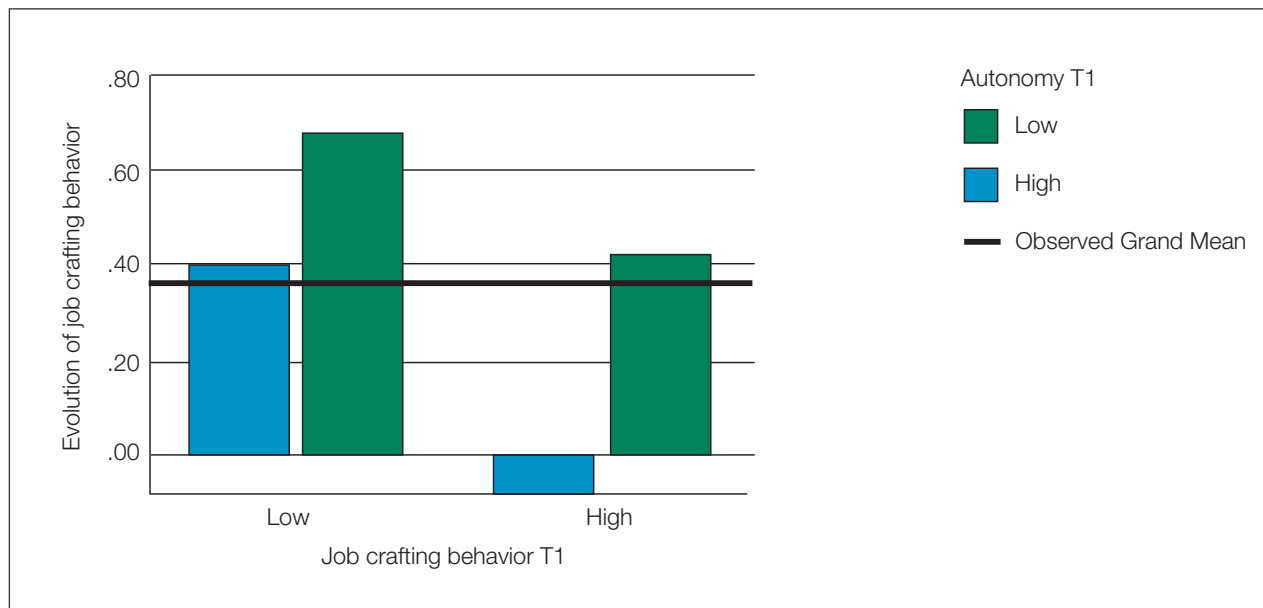
Table 4 – Pearson correlation coefficient between job crafting behavior T1 and employability and job satisfaction T1

Pre–test (*N* = 45)	Employability T1	Job satisfaction T1
Job crafting behavior T1	.21*	.42**

 * *p*<.05, ** *p*<.001

Table 5 – Pearson correlation coefficient between job crafting behavior T2 and employability and job satisfaction T2

Pre–test (*N* = 45)	Employability T2	Job satisfaction T2
Job crafting behavior T2	.33*	.52**

 * *p*<.05, ** *p*<.001

between the pre– and post–measurement. Wrzesniewski & Dutton (2001) state that practically anyone can craft his or her job, at least to some extent. This also applies to people with disabilities, as was recently shown in several studies (Brucker & Sundar, 2020; Macchitella et al., 2021; Sundar & Brucker, 2021). In our research we see that especially participants who were not or less engaged in job crafting beforehand, improved the most in terms of job crafting behavior. Particularly when they feel that they experience autonomy in their work. This is in line with the meta–analyses conducted by Rudolph et al. (2017), which suggests that job crafting behavior is positively related to job autonomy. Nevertheless, we see that even participants who experience little job autonomy exhibit more job crafting behaviors if they were little or not engaged in job crafting beforehand. Despite their limited job autonomy, they still manage to improve something about their work. This is consistent with Wrzesniewski & Dutton's (2001) assumption that every job has some degrees of freedom to be customized by employees for it to better fit their talents, abilities, preferences, and needs. Or, in the words of Frederick and VanderWeele (2020): "Although jobs come with instructions on what to do, there are still degrees of freedom during the workday. In other words, how an employee allocates their time and energy to do the job is not wholly specified. It is in these degrees of freedom that job crafting as a behavior lives" (p. 5).

Using the JOS app has led to more job crafting behavior among participants, but not (yet) to more job satisfaction and/ or more perceived employability. Our research shows that the scores on both job satisfaction and perceived employability remained virtually unchanged. These results are not in line with other research, which did find a positive relationship between a job crafting intervention and higher job satisfaction and employability (Rudolph et al., 2017). One possible explanation for these results is that the post measurement was conducted too soon after the intervention, so the positive effect was not yet experienced by the participant. For example, participants may have become more aware of their employability by the JOS app, without having had the time or opportunity to make actual changes at their jobs at the time of the post measurement. This result is consistent with recent claims that proactive behavior may not have any effects at all, or even negative effects, in the short term but positive effects over the long term. The benefits of proactive behavior might take longer to manifest (Cangiano, Parker & Ouyang, 2021; Giunchi, Vonthron & Ghislieri, 2019).

Limitations

This study has some limitations. First, this study was conducted during the COVID–19 pandemic. Given the level of disruption to working life most people were facing as a result of COVID–19, it is likely that many employees are job crafting independently – whether or not they are doing this consciously. Measures taken to prevent the spread of covid–19, such as working remotely and social distancing, could also limit the opportunities to engage in job crafting. Second, job crafting behavior was measured by the *Overarching Job Crafting Scale* of Vanbelle (2017). This scale measures job crafting in a more general way, which enables us to capture the whole range of job crafting. The disadvantage, however, is that this scale offers too little insight into actual job crafting behavior. Due to privacy reasons, we do not have access to the information that participants have submitted in the JOS–app. Therefor we do not know in what way – avoidance of approach – the participants have modified their job. As indicated above, approach crafting has beneficial effects on job satisfaction, while avoidance crafting can have no or a negative effect on job satisfaction (Lazazzara et al., 2020). To have future insight into how participants do their job crafting without violating their privacy, we will use a different scale to measure job crafting behavior. The *Approach–Avoidance Job Crafting Scale* of Lopper, Horstmann and Hoppe (2020) seems to us an interesting alternative. A third limitation is that participants are a very heterogeneous group regarding their disability and the sample is too small for subgroup analysis. Further research should determine whether the intervention is useful for each type of disability. Finally, a control group is missing, which is a threat to the internal validity.

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APPENDIX

– The JOS app, level 'mijn werkplek' (Eng: emy workplace)
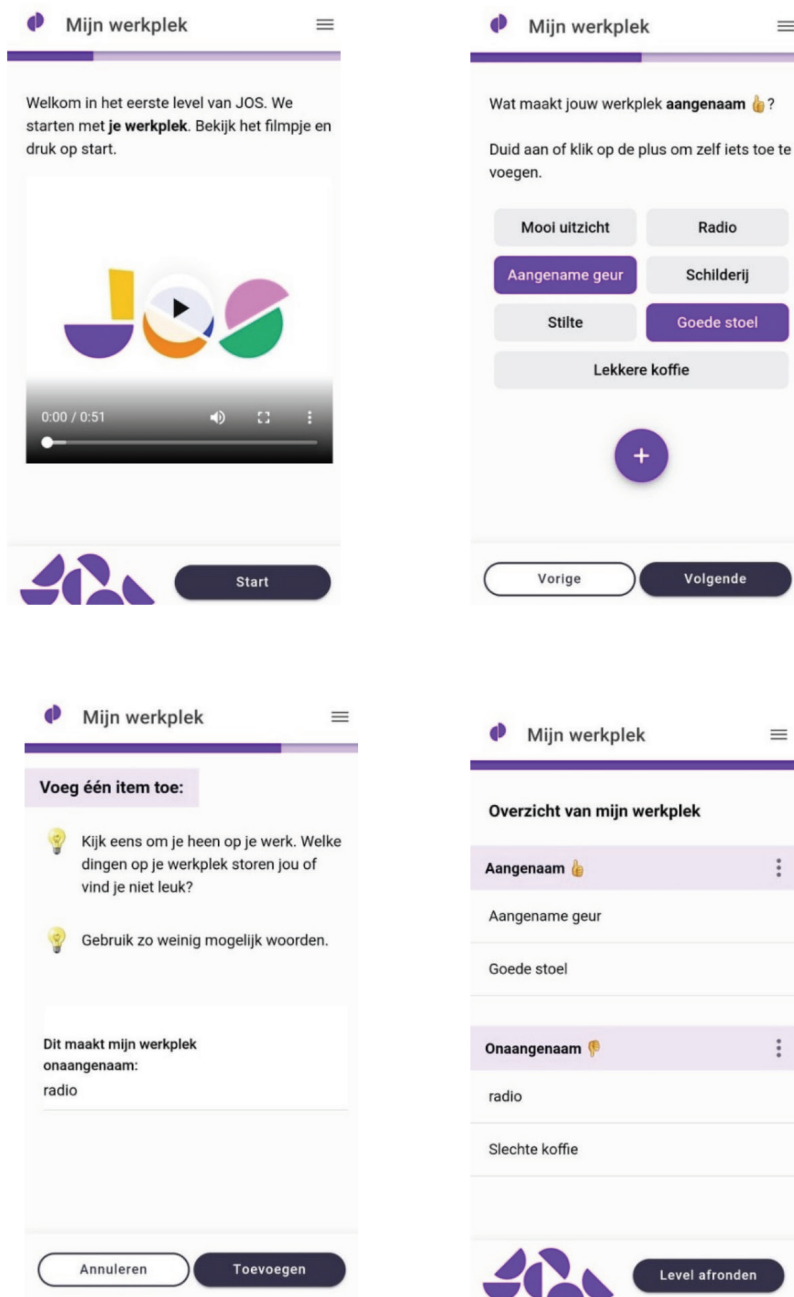
– The JOS app automatically translated by Google Chrome into English, French, Arabic, Kurdish and Swahili