

Non-Work Orientation and Its Relationship With Life and Job Satisfaction

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Abstract

Objective: Non-work orientation refers to the need to manage one's career in such a way that, in addition to work, it is also possible to satisfactorily fulfill non-work roles. It comprises three dimensions: personal life orientation, family orientation, and community orientation. The aim of the present study was to examine the relationships between non-work orientation and both life and job satisfaction.

Method: The study involved 558 employed individuals aged 18–76 years ($M = 40.1$, $SD = 11.7$), with job tenure ranging from 2 to 52 years ($M = 18$, $SD = 11.3$). The following instruments were used to measure the studied variables: the *Job Satisfaction Scale*, the *Life Satisfaction Scale*, and the Polish version of the *Non-Work Orientation Scale*.

Results: Individuals with higher non-work orientation reported not only greater life satisfaction but also higher job satisfaction. The results indicate that life satisfaction fully mediates the positive relationship between non-work orientation and job satisfaction.

Conclusion: The findings contribute to a better understanding of the concept of non-work orientation and its significance for career development and the well-being of working individuals.

Keywords: non-work orientation, job satisfaction, life satisfaction

Career development represents an important, though not the only, domain of human activity across different stages of adulthood. Changing work conditions—such as employment flexibility, labor market uncertainty, and the rise of remote work—contribute to the blurring of boundaries between professional and

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private life (Vaziri et al., 2020). In this context, employees make daily decisions about how to allocate their time and energy resources in ways that allow them to satisfactorily fulfill both work and non-work roles.

Research findings indicate that career-related decisions—such as occupational choice, migration, or job change—are often determined by factors outside the professional sphere (Powell & Greenhaus, 2010). Non-work roles have a significant impact on employees' performance outcomes as well as on their career development decisions (Hirschi et al., 2020; Hoobler et al., 2010; Schooreel et al., 2017). At the same time, tension arises between social and organizational expectations of high work commitment and individuals' aspirations to maintain a balance between work and personal life (Gillet et al., 2019).

Demographic and cultural changes influence the values preferred by employees. Younger generations, including Generation Z, place greater emphasis on security, well-being, and the pursuit of non-work goals, while also expecting flexible employment conditions (Son, 2024; Zwardoń-Kuchciak, 2021). The growing number of dual-earner households further increases the demand for work arrangements that support balanced functioning across multiple life roles (Farivar & Richardson, 2020). Consequently, there is increasing importance in analyzing factors that facilitate the harmonious integration of professional and non-professional goals.

The present study aims to examine the potentially positive relationship between employees' non-work orientation and their job satisfaction, as well as to explore the mediating role of life satisfaction in this relationship.

Non-Work Orientation

An increasing number of researchers emphasize the importance of non-work roles in shaping career-related outcomes (Farivar & Richardson, 2020; Hirschi et al., 2016, 2020, 2021, 2022; Kaltiainen & Hakanen, 2024). Traditionally, studies on work–life balance have focused primarily on aspects of non-work life related to fulfilling family needs. Depending on the theoretical framework, they have examined this issue in terms of either conflict or enrichment between these life domains (Hall et al., 2013; Hirschi et al., 2016). However, such studies have often neglected other dimensions of private life, such as those connected with self-development or social relationships. Hall et al. (2013) argue that research on how career development relates to the fulfillment of non-work roles must consider individual differences in the pursuit of diverse life roles—those related to family, but also beyond it. Their hypothesis assumes that non-work orientation extends beyond a simple distinction between work and leisure time. The authors maintain that it is essential to adopt a broader perspective on which aspects of life outside work are important to employees and how this affects their performance outcomes (Greenhaus & Kossek, 2014).

To better capture employees' interest in fulfilling non-work roles, Hall et al. (2013) introduced the concept of *non-work orientation*, which reflects the extent to which an individual values life roles outside their career. This construct

includes three dimensions: personal life, family, and community. The personal life orientation dimension pertains to the individual's focus on personal time and engagement in interests such as hobbies, education, art, or sports—alongside commitment to professional work. The family orientation dimension concerns the degree to which employees prioritize family needs in the context of fulfilling their professional roles. The notion of family is understood broadly, encompassing spouses, partners, children, parents, and other significant individuals with whom employees share their lives and/or households (Hall et al., 2013). The community service orientation dimension reflects an interest in engaging in activities that benefit the local community while simultaneously pursuing professional growth. For individuals high in this orientation, having time to participate in community life is an important factor in making work and career-related decisions.

These three dimensions of non-work orientation are distinct yet moderately interrelated. In their validation study, Hall et al. (2013) confirmed that these dimensions are associated with protean career orientation, self-directed career management, and values-driven career orientation. These variables, in turn, are positively related to life satisfaction (Zhang et al., 2015) and negatively related to job satisfaction (Supeli & Creed, 2016).

According to Hall and colleagues (2013), people manage their work goals in ways that enable them to simultaneously develop and nurture different aspects of their private lives. This helps them maintain balance between work and non-work roles and contributes to overall well-being. Previous research (Hall et al., 2013; Hirschi et al., 2016) suggests that employees' non-work orientation is positively correlated with their life and job satisfaction but is not reflected in objective indicators of career success, such as income (Hirschi et al., 2016). Life and job satisfaction are considered key cognitive components of subjective well-being (Diener, 1984; Diener et al., 2002).

It also appears that the relationship between non-work orientation, well-being, and work-life balance is moderated by numerous individual and organizational factors (Gillet et al., 2019; Janssen et al., 2021; Jiang, 2021). The degree to which non-work orientation relates to life and job satisfaction remains insufficiently explored; thus, it warrants further investigation. Adopting a perspective that integrates both work and private life raises the question of whether employees who take non-work roles into account when managing their careers experience greater career and life satisfaction (Greenhaus & Kossek, 2014).

Non-Work Orientation and Life Satisfaction

Life satisfaction is an important indicator of overall well-being and reflects the sense of contentment derived from a holistic evaluation of various life domains (Diener et al., 2002), including both professional and private spheres. It is generally considered a component of overall well-being, happiness, and quality of life (Helliwell et al., 2013; Lubrańska, 2018). Employees who experience greater life satisfaction tend to feel more fulfilled and motivated to act not only in their

work but also in their personal lives (Son, 2024). According to the whole-life perspective on career development (Greenhaus & Kossek, 2014), professional growth should be examined across multiple domains encompassing both private and occupational life.

Professional and non-professional experiences together can benefit employees, as positive emotions and goal attainment in one domain can enhance satisfaction in another. Moreover, fulfilling the demands of one role (e.g., family) can buffer against stress associated with another (e.g., work) (Hirschi et al., 2016).

According to the enrichment perspective of the *Work–Home Resources Model* (ten Brummelhuis & Bakker, 2012), engaging in different life roles—for example, those performed at work—enables individuals to acquire personal resources (e.g., self-esteem) and social resources (e.g., support), which contribute to greater overall well-being (Greenhaus & Powell, 2006). Individuals who seek experiences and achievement across multiple life domains are likely to engage in diverse activities, thereby continually building new resources that can be utilized across contexts.

Previous research (Gillet et al., 2022; Hirschi et al., 2016; Son, 2024) confirms a positive relationship between non-work orientation and employees' perceived life satisfaction.

The model proposed in this study suggests that employees with stronger non-work orientation experience higher life satisfaction. The following hypothesis was formulated:

H1: Non-work orientation is positively related to life satisfaction.

Non-Work Orientation and Its Relationship With Job Satisfaction

Job satisfaction is a measure of the cognitive aspect of work-related contentment, reflecting the extent to which an employee evaluates their job as favorable or unfavorable (Zalewska, 2003). Job satisfaction provides a sense of meaning, personal fulfillment, enrichment, happiness, and contentment—core elements of subjective well-being (Diener et al., 2002; Kahneman & Riis, 2015). In organizational psychology research, there is a well-established trend confirming the negative relationship between job satisfaction and phenomena undesirable from an organizational perspective, such as employee turnover. Higher levels of job satisfaction are associated with lower turnover intentions, suggesting that more satisfied employees are less likely to leave their organizations—a relationship demonstrated in numerous studies (e.g., Chang et al., 2013; Ramalho-Luz et al., 2018; Tett & Meyer, 1993; Wójcik, 2020).

Some studies have shown that subjectively perceived career success, manifested through job satisfaction, is negatively related to non-work orientation (Gillet et al., 2022). However, these findings concerned only on-site employees and did not apply to those working remotely. The study was conducted during the COVID-19 pandemic—a period that posed unique challenges for maintaining work–life balance. Similarly, in the study by Zambelli et al. (2023), personal

life orientation was negatively correlated with job satisfaction among individuals completing professional internships. Other findings (Hirschi et al., 2016) suggest that at least certain dimensions of non-work orientation may be positively related to job satisfaction. Their longitudinal study revealed that family orientation was a significant predictor of job satisfaction measured six months later.

From the theoretical perspective of the *Work–Home Resources Model* (ten Brummelhuis & Bakker, 2012), the relationship between work and personal life may involve both conflict and enrichment. Conflict arises when managing the demands of one domain (e.g., private life) depletes the resources needed to meet demands in another (e.g., work), or vice versa. Enrichment, on the other hand, occurs when resources gained in one domain enable the individual to better cope with challenges in another.

Adopting an enrichment perspective suggests that positive emotional states arising from fulfilling non-work roles may facilitate the achievement of important professional goals, thereby enhancing job satisfaction (Hirschi et al., 2016). Individuals with a strong non-work orientation invest considerable resources in their private lives, which likely allows them to achieve satisfying goals in that domain. The concept of a sustainable career posits that work is an integral part of life, enabling the harmonious fulfillment of needs across all its domains (Van der Heijden et al., 2020). Moreover, a sustainable career is characterized by mutually beneficial outcomes for both the individual and their environment (De Vos et al., 2018), suggesting that relationships between professional and non-professional roles should be considered to better understand what constitutes a satisfying career.

It is also worth noting that people increasingly evaluate their careers from a life-span perspective (DiRenzo et al., 2015; Greenhaus & Kossek, 2014). Thus, the key determinant of job satisfaction appears to be the degree to which one's work aligns with their overall life priorities and the extent to which they can fulfill important non-work goals (Shockley & Allen, 2015). From this standpoint, focusing on satisfying non-work needs may generate positive emotions and valuable resources (e.g., health, psychological well-being, social support), which in turn can contribute to more effective pursuit of professional goals and higher job satisfaction. Based on this reasoning, the following hypothesis was formulated:

H2: Non-work orientation is positively related to job satisfaction.

From the perspective of the work–life conflict, employees who are strongly oriented toward non-work life are likely to devote a significant portion of their limited resources to activities related to self-development, family, or community involvement. As a result, fewer resources remain available for fulfilling work-related tasks, and employees may experience less positive feelings toward their work when they lack sufficient resources to perform it effectively. The limited availability of time and energy for work may also reduce employees' capacity to engage in their job—an important factor contributing to job satisfaction (Lee et al., 2000).

From this theoretical standpoint, non-work orientation may lead to the depletion of resources that would otherwise be useful for performing work tasks and may consequently be associated with lower job satisfaction. Therefore, the following hypothesis was proposed:

H2a: Non-work orientation is negatively related to job satisfaction.

The Relationship Between Life Satisfaction and Job Satisfaction

Life satisfaction and job satisfaction are recognized as key cognitive components of subjective well-being, reflecting its evaluative dimension (Diener, 1984; Diener et al., 2002). Research consistently indicates a strong and positive relationship between these two variables (Bowling et al., 2010; Lubrańska, 2018; Unanue, 2017). Some studies emphasize their reciprocal influence—consistent with the spillover concept, which posits that attitudes and beliefs from one life domain transfer to another—although much evidence points to the asymmetrical nature of this relationship. Increasing attention is being paid to the directionality and underlying mechanisms of this relationship. Understanding which of these variables acts as a precursor is essential for modeling the processes linking private and professional life.

Life satisfaction appears to have a stable, positive effect on job satisfaction, as supported by both theoretical models and longitudinal studies conducted in various social and occupational contexts. Numerous studies suggest that life satisfaction serves as a predictor of job satisfaction. In a meta-analysis by Bowling et al. (2010) and in longitudinal research by Unanue et al. (2017), the influence of life satisfaction on job satisfaction was found to be stronger than the reverse relationship.

The theoretical mechanisms underlying this association are supported by the conservation of resources theory (Hobfoll, 1989) and the *Work–Home Resources Model* (ten Brummelhuis & Bakker, 2012). According to these frameworks, positive experiences and resources generated in one life domain—such as energy, psychological resilience, or positive affect—can enhance functioning in other domains, including the work environment. High life satisfaction may therefore increase efficiency, engagement, and positive perceptions of work tasks, whereas low life satisfaction may limit the resources necessary to cope effectively with professional challenges.

The following hypothesis was proposed:

H3: Job satisfaction is positively related to life satisfaction.

Previous research indicates that non-work orientation promotes individuals' overall well-being, particularly life satisfaction (Hall et al., 2013; Hirschi et al., 2016; Zhang et al., 2015). At the same time, as discussed in the previous sections, life satisfaction constitutes not only a cognitive component of well-being but also a predictor of job satisfaction. In the meta-analysis by Bowling et al.

(2010) and in the studies by Unanue et al. (2017), life satisfaction was found to predict job satisfaction to a greater extent than the reverse relationship. These effects are consistent with the conservation of resources theory (Hobfoll, 1989) and the *Work–Home Resources Model* (ten Brummelhuis & Bakker, 2012), which posit that positive experiences and emotional resources accumulated in one life domain can transfer to others, facilitating better coping with environmental demands.

In this context, it can be assumed that individuals with a stronger non-work orientation—who more effectively fulfill their important non-work roles—achieve higher levels of life satisfaction. This, in turn, may lead to greater job satisfaction through enhanced overall well-being, increased availability of psychological resources, and improved capacity to manage work-related challenges. This assumption also aligns with the whole-life career perspective (Greenhaus & Kossek, 2014), which posits that work-related decisions and outcomes are influenced by the quality of functioning in one's personal life.

Based on this reasoning, the following hypothesis was formulated:

H4: Life satisfaction mediates the relationship between non-work orientation and job satisfaction.

Method

Participants

The study involved 558 full-time employees (working at least 40 hours per week) aged 18 to 76 years ($M = 40.1$, $SD = 11.7$). Participants were employed under standard employment contracts, civil law agreements, or B2B arrangements. Job tenure ranged from 2 to 52 years ($M = 18$, $SD = 11.3$). The sample consisted of 261 women (46.8%), 295 men (52.9%), and 2 individuals of another gender (0.4%). Most participants (80.1%) worked for a single employer, while 19.9% had two employers. A total of 345 individuals (61.8%) had children, and 271 (48.6%) lived with them in the same household.

Participants were recruited through a nationwide research panel and completed the questionnaires using an online survey form. The completion time for the entire questionnaire, response times for individual items, logical errors, and response consistency were monitored. All participants provided informed consent to participate in the study.

Instruments

Nonwork Orientation Scale – Polish version (Hall et al., 2013). The instrument consists of 14 items rated on a 5-point Likert scale ranging from 1 (*strongly disagree* or *disagree to a small extent*) to 5 (*strongly agree*). The questionnaire

measures non-work orientation across three dimensions: personal life orientation (5 items, e.g., “Finding time for myself is important for my overall quality of life”); family orientation (5 items, e.g., “My career plans are adjusted to my family’s needs”); and community service orientation (4 items, e.g., “Finding time to contribute to my community is a priority for me”). The total score is calculated as the sum of all subscale scores.

The internal consistency indices for the original version of the instrument were high (Cronbach’s α ranging from .84 to .90). In the present study, Cronbach’s α coefficients were .78 for the *Personal Life* subscale, .94 for the *Family subscale*, .83 for the *Community service subscale*, and .90 for the total scale. McDonald’s Ω coefficients also confirmed high internal consistency (all above .75). Item–subscale correlations exceeded .60, indicating good discriminant power. Temporal stability was satisfactory: Pearson’s r coefficients between scores obtained by the same participants ($N = 81$) after a four-week interval ranged from .79 to .81 for individual subscales.

The fit indices for the three-factor model ($\chi^2 = 258.4$, $df = 69$, $p < .01$, $\chi^2/df = 3.74$, CFI = .93, GFI = .89, TLI = .89, RMSEA = .07, 90% CI = .06–.08, SRMR = .07) indicated satisfactory model fit to the empirical data and were superior to those of both the higher-order four-factor model and the single-factor model.

The instrument was translated from English into Polish by three translators, including a psychologist fluent in English. The translations showed high consistency, and based on this, the first Polish version was developed and subsequently back-translated. With the participation of expert judges, the final Polish version was prepared. The translation was carried out with the permission of the original authors as the first stage of the method’s validation (in preparation).

Job Satisfaction Scale (Zalewska, 2003). This instrument consists of five items referring to the cognitive aspects of job satisfaction (e.g., “In many ways, my job is close to ideal”). Respondents rate each statement on a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). The scale demonstrates high internal consistency (Cronbach’s $\alpha = .86$; Zalewska, 2003). In the present study, Cronbach’s α was .89.

Satisfaction with Life Scale (Diener et al., 1985; Polish adaptation by Jankowski, 2015). This instrument consists of five items assessing the cognitive aspects of life satisfaction (e.g., “In most ways, my life is close to my ideal”). Responses are given on a 7-point Likert scale ranging from 1 (*strongly disagree*) to 7 (*strongly agree*). The method demonstrates high internal consistency (Cronbach’s $\alpha = .86$; Jankowski, 2015). In the present study, Cronbach’s α was .92.

Results

The Relationship Between Non-Work Orientation and Life and Job Satisfaction

Table 1 presents the correlations between the individual dimensions of non-work orientation, which are consistent with the theoretical assumptions of the

model. The correlation coefficients between personal life, family, and community orientations are positive, statistically significant, and high. The relationships between the dimensions of non-work orientation were stronger than those obtained by Hall et al. (2013) in the validation study. These results may suggest that, in practice, respondents tend to perceive these aspects as a common construct. This may also indicate limited discriminant validity of some items in the Polish version of the instrument and the need for further refinement.

Given the high correlations among the three dimensions of non-work orientation, and considering that although the dimensions were theoretically distinct, they shared a common underlying basis, the overall score was used in some analyses. This composite measure was treated as a general indicator of non-work orientation. This approach is further justified by the high reliability of the total score ($\alpha = .90$), as well as by evidence from the validation study by Hall et al. (2013) and subsequent research in which the composite score was used to examine relationships with life and job satisfaction (Hirschi et al., 2016).

The correlation analysis also confirmed a positive relationship between the individual dimensions of non-work orientation and both job and life satisfaction (see Table 1). Participants with higher non-work orientation demonstrated greater satisfaction with both their work and life. Although the correlation coefficients were modest (ranging from $r = .13$ to $r = .30$), they were positive and statistically significant.

Table 1

Results of Pearson's Correlation Analysis Between the Individual Dimensions and Overall Score of Non-Work Orientation and Life and Job Satisfaction (N = 558)

Scale	M	SD	1	2	3	4	5
Personal life	3.70	.67	—				
Family	3.67	.82	.64**	—			
Community	3.26	.66	.56**	.59**	—		
Non-work orientation	10.62	1.84	.85**	.89**	.83**	—	
Job satisfaction	22.9	6.26	.13**	.15**	.17**	.18**	—
Life satisfaction	21.7	6.26	.20**	.23**	.30**	.28**	.63**

** $p < .01$

Given the high correlation between job satisfaction and life satisfaction ($r = .63$, $p < .01$), multicollinearity diagnostics were performed for these variables. The tolerance value (0.97) and the VIF coefficient (1.03) did not indicate multicollinearity. Similarly, the condition index value (8.09) did not exceed 15, suggesting that multicollinearity was not a concern.

The correlations between non-work orientation and both job and life satisfaction supported the possibility of a mediating relationship among these variables. To further examine these associations, a mediation analysis was conducted using Hayes's PROCESS macro for SPSS (Hayes, 2013; Model 4) with 5,000 bootstrap samples. In the tested mediation model, non-work orientation

was specified as a predictor of both life satisfaction and job satisfaction. Additionally, an indirect effect of global non-work orientation and its individual dimensions on job satisfaction through the mediator (life satisfaction) was hypothesized. All four mediation models showed good fit to the data.

The first model examined the overall non-work orientation score and its relationship with job satisfaction. The total effect of non-work orientation on job satisfaction was significant: $B = 0.60$, $SE = 0.14$, $t = 4.24$, $p < .001$, 95% CI [0.32, 0.88]. When the mediator (life satisfaction) was included, the direct effect became non-significant: $B = -0.004$, $SE = 0.12$, $p = .972$, 95% CI [-0.23, 0.23]. However, the indirect effect through life satisfaction was significant: $B = 0.61$, $SE = 0.11$, $p < .01$, 95% CI [0.41, 0.82]. The standardized indirect effect was $\beta = .18$, $SE = 0.03$, 95% CI [0.12, 0.24], confirming the presence of full mediation.

These results indicate that the effect of non-work orientation on job satisfaction is entirely transmitted through life satisfaction. In the regression model with overall non-work orientation as a predictor, 7.92% of the variance in life satisfaction was explained ($R^2 = .079$, $p < .001$). In the model without the mediator (total effect), non-work orientation explained 3.1% of the variance in job satisfaction ($R^2 = .031$, $p < .001$). When life satisfaction was included as a mediator, the explained variance in job satisfaction increased to 40.12%, indicating a substantially stronger indirect relationship between non-work orientation and job satisfaction.

The predictors of job satisfaction were the three dimensions of non-work orientation: personal life orientation, family orientation, and community orientation. In all models, life satisfaction was included as a mediator. In each case, a significant total effect of non-work orientation on job satisfaction was observed (B ranging from 1.12 to 1.77, β ranging from .12 to .19), which disappeared after including the mediator. The direct effects were statistically non-significant (B ranging from -0.03 to 0.01, $\beta \approx 0$), indicating full mediation. The indirect effects through life satisfaction were statistically significant in all cases (B ranging from 1.10 to 1.79), with standardized values between $\beta = .13$ and $\beta = .19$. These results indicate that higher non-work orientation—regardless of its dimension—is associated with greater life satisfaction, which in turn translates into higher job satisfaction. Life satisfaction fully mediates the relationship between the three dimensions of non-work orientation (as well as the overall score) and job satisfaction.

The regression models explained the following proportions of variance:

- 4.1%–8.7% of the variance in life satisfaction (R^2),
- 1.6%–3.5% of the variance in job satisfaction in models without the mediator. After introducing life satisfaction as a mediator, the explained variance in job satisfaction increased to approximately 40% across all models.

The dominant role of the indirect effect suggests that the importance of non-work orientation for professional functioning manifests primarily through its impact on overall life well-being.

The regression coefficients for the mediation models involving the three separate dimensions of non-work orientation are presented in Tables 2–3 (p. 105) and 4 (p. 106).

Table 2

Results of Mediation Analysis Using Hayes's PROCESS Macro. Independent Variable: Personal Life Orientation; Mediator: Life Satisfaction; Dependent Variable: Job Satisfaction

Predictor	Mediator: life satisfaction			
Personal life orientation				
Dependent variable: job satisfaction				
Mediation paths	b	SE	β	95% CI
X → Y (c)	1.17*	0.40	.12	[0.39; 1.94]
X → M (a)	1.89**	0.39	.20	[1.13; 2.66]
M(X) → Y (b)	0.63**	0.03	.63	[0.57; 0.70]
X(M) → Y (c')	−0.03	0.31	−.01	[−0.65; 0.59]
a × b (indirect effect)	1.20**	0.29	.13	[0.64; 1.77]
a × b (stand.)	—	0.03	.13	[.07; .19]

Note. Estimates are based on 5,000 bootstrap samples. β = standardized coefficient, CI = confidence interval.

* $p < .05$, ** $p < .01$

Table 3

Results of Mediation Analysis Using Hayes's PROCESS Macro. Independent Variable: Family Orientation; Mediator: Life Satisfaction; Dependent Variable: Job Satisfaction

Predictor	Mediator: life satisfaction			
Family orientation				
Dependent variable job satisfaction				
Mediation paths	b	SE	β	95% CI
X → Y (c)	1.12**	0.32	.15	[0.49; 1.75]
X → M (a)	1.75**	0.32	.23	[1.13; 2.37]
M(X) → Y (b)	0.63**	0.33	.63	[0.56; 0.67]
X(M) → Y (c')	0.01	0.26	.01	[−0.49; 0.51]
a × b (indirect effect)	1.11**	0.24	.15	[0.66; 1.59]
a × b (stand.)	—	0.03	.15	[.09; .21]

Note. Estimates are based on 5,000 bootstrap samples. β = standardized coefficient, CI = confidence interval.

* $p < .05$, ** $p < .01$

Discussion

Although numerous studies have examined the relationship between family and professional life, there is still a lack of in-depth analyses linking career development with broader non-work roles, such as personal growth or community involvement (Greenhaus & Kossek, 2014). The aim of the present study was to determine the relationships between non-work orientation and both life and job satisfaction. To this end, the *Nonwork Orientation Scale* (Hall et al., 2013) was translated and adapted, and the obtained results provided important insights into its applicability as well as the associations among the analyzed variables.

Table 4

Results of Mediation Analysis Using Hayes’s PROCESS Macro. Independent Variable: Community Service Orientation; Mediator: Life Satisfaction; Dependent Variable: Job Satisfaction

Predictor	Mediator: life satisfaction			
Community service orientation				
Dependent variable job satisfaction				
Mediation paths	b	SE	β	95% CI
X → Y (c)	1.77**	0.40	.19	[0.99; 2.55]
X → M (a)	2.82**	0.39	.30	[2.06; 3.57]
M(X) → Y (b)	0.63**	0.33	.63	[0.56; 0.70]
X(M) → Y (c')	−0.001	0.33	−.001	[−0.66; 0.63]
a × b (indirect effect)	1.79**	0.29	.19	[1.25; 2.38]
a × b (stand.)	—	0.03	.19	[.13; .25]

Note. Estimates are based on 5,000 bootstrap samples. β = standardized coefficient, CI = confidence interval.

* $p < .05$, ** $p < .01$

Non-Work Orientation – Properties of the Measurement Instrument

The Polish version of the scale used in this study demonstrated satisfactory reliability indices and acceptable model fit. However, the correlations among its three dimensions (ranging from .56 to .70) were notably higher than those obtained in the original study by Hall et al. (2013), where they ranged from approximately .09 to .29. These results may suggest a partial loss of discriminant validity between the dimensions in the Polish context. One possible explanation lies in the characteristics of the sample, which was heterogeneous in terms of employment type, age, and job tenure. Additionally, some items may require reformulation to ensure greater semantic independence. This indicates the need for further work on the construct of non-work orientation and for cultural adaptation of the measurement tool to Polish conditions.

Non-Work Orientation and Life and Job Satisfaction

The results of the analyses confirmed Hypothesis H1, which stated that non-work orientation is positively related to life satisfaction. Employees who attach greater importance to non-work domains report higher levels of overall life satisfaction. This finding supports the whole-life career concept (Greenhaus & Kossek, 2014) and the *Work–Home Resources Model* (ten Brummelhuis & Bakker, 2012), which posit that emotional and social resources gained in personal life can enhance occupational functioning.

The correlation analyses also revealed a positive relationship between non-work orientation and job satisfaction, thereby confirming Hypothesis H2 and leading to the rejection of Hypothesis H2a.

At the same time, the study confirmed the full mediation of life satisfaction in the relationship between non-work orientation and job satisfaction (H4). This means that non-work orientation in itself does not directly translate into higher job satisfaction—its effect emerges only through an increase in overall life satisfaction. When life satisfaction was included in the mediation model, the direct effect of non-work orientation on job satisfaction became non-significant.

This result was obtained in a sample highly diverse in terms of age, job tenure, and type of employment, suggesting that the relationship between non-work orientation and job satisfaction may be sensitive to individual or contextual differences. It is possible that non-work orientation relates to job satisfaction through different mechanisms for different groups of employees, and that these effects—some positive, others negative—may statistically offset each other. This highlights the need for further analyses that include potential moderators capable of revealing variations in these effects depending on employee characteristics or work environments, as well as comparative analyses within more homogeneous subgroups.

The obtained results are consistent with the concept of resource enrichment across life domains (Powell & Greenhaus, 2010) and with previous empirical findings (Hirschi et al., 2016; Shockley & Allen, 2015). At the same time, they contrast with studies by Gillet et al. (2022) and Zambelli et al. (2023), which reported a negative relationship between non-work orientation and job satisfaction—indicating the importance of considering situational context and potential moderating variables in this relationship.

The Relationship Between Life Satisfaction and Job Satisfaction

The study also confirmed a positive correlation between job satisfaction and life satisfaction (H3), a relationship that has been consistently documented in numerous studies (Bowling et al., 2010; Gillet et al., 2022; Hirschi et al., 2016; Unanue et al., 2017; Zalewska, 2003). This association aligns with the concept of the mutual spillover of positive effects across life domains, reflected in the finding that individuals more satisfied with their work also tend to experience higher life satisfaction (Wayne et al., 2017). It provides further support for the enrichment perspective (Powell & Greenhaus, 2010; ten Brummelhuis & Bakker, 2012).

It is important to note that the mediation analysis conducted in this study demonstrated that life satisfaction plays a preceding and determining role in job satisfaction, rather than the reverse. This direction of influence was also confirmed by Unanue et al. (2017), who, in a longitudinal study, found that the effect of life satisfaction on job satisfaction was significant and somewhat stronger than the reverse relationship. This result is consistent with the view that an individual's overall well-being serves as a foundation for a positive evaluation of their professional domain. Thus, the data obtained in this study provide empirical support for the assumptions of the resource enrichment model between life and work spheres.

The present findings may contribute to expanding the literature on career development by deepening the understanding of the role that non-work orientation plays in shaping employees' subjective well-being—both in life and at work.

Limitations and Directions for Future Research

A limitation of the present study lies in its cross-sectional design and the use of self-report methods. The applied methodology does not allow for conclusions about actual cause-and-effect relationships. Although mediation analysis can be employed in cross-sectional models (Hayes, 2013), such analyses should be interpreted as exploratory rather than as evidence of causal direction. Future research would benefit from adopting a longitudinal design, which would enable the examination of long-term relationships between non-work orientation and well-being indicators. It should also be considered that the effects of non-work orientation may emerge only over an extended period.

Another limitation concerns the quality of measurement. The study revealed relatively high correlations among the three dimensions of non-work orientation, which may indicate partial overlap of these dimensions within the Polish cultural context. This suggests the need for further refinement of the instrument, particularly to enhance discriminant validity between its subscales.

An additional area for further exploration involves potential differences in the analyzed relationships depending on employee characteristics. It would be valuable to apply moderated mediation models, which could reveal variations in the associations between non-work orientation and well-being depending on factors such as age, employment type, job tenure, or the nature of one's work tasks. Preliminary empirical evidence suggests that direct effects may be obscured by opposing tendencies within the sample.

In the current study, declarative preferences regarding non-work orientation were analyzed without verifying the actual level of engagement in non-work roles or the subjective evaluation of their quality. Future research should broaden the scope of measurement to include variables such as satisfaction with life roles, work–life balance, or the degree of conflict between these domains.

Finally, the study revealed several significant, albeit modest, associations between the dimensions of non-work orientation and well-being indicators. Replicating these findings in samples differing by sector, industry, job level, or cultural context would be highly beneficial.

Summary and Practical Implications

The study confirms that non-work orientation may serve as an important factor supporting the well-being of working individuals—particularly life satisfaction, which in turn positively influences job satisfaction. The practical implications of

these findings apply both to individual career counseling and to human resource management policies.

From a career counseling perspective, it is advisable to support clients in identifying and planning non-work goals, as well as in managing their careers in ways that enable the fulfillment of these goals. In the context of human resource management, it appears justified to incorporate personalized benefits and organizational practices that facilitate the realization of non-work roles (e.g., flexible working hours, caregiving programs, support for community engagement). Such strategies may indirectly enhance job satisfaction while simultaneously strengthening employees' sense of meaning and balance between their professional and private lives.

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