



## Introduction

The hospitality sector, characterised by a dynamic environment and frequent employee-client interactions, considers job crafting a key strategy to enhance employee performance and service quality. This systematic literature review synthesises empirical evidence on job crafting in hospitality and explores its implications for organisational practices.

## Results

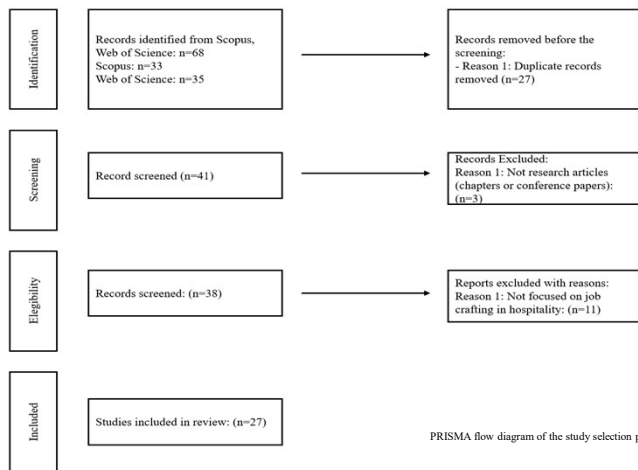
Findings indicate that job crafting positively influences job satisfaction, work engagement, and employee performance. It mediates the effects of transformational and inclusive leadership, fostering autonomy and control. Additionally, job crafting serves as a coping strategy to mitigate high job demands but may contribute to emotional exhaustion in environments with low organisational support. Leadership and workplace climate are essential in maximising job crafting's benefits while reducing its potential drawbacks.

## Discussion

The results highlight the importance of integrating job crafting strategies into organizational practices. Hospitality managers can foster job crafting by encouraging leadership styles that promote employee autonomy and proactivity. Practical implementations include leadership training, job redesign initiatives, and empowerment programs tailored to employees' needs. Future research should focus on cross-cultural variations in job crafting and explore its long-term effects on employee well-being and service quality.

## Methods

This review followed PRISMA guidelines to ensure methodological rigour. Articles were retrieved from Scopus and Web of Science using the keywords "job crafting" AND "hospitality." Inclusion criteria included: (1) empirical studies published in peer-reviewed journals between 2001 and 2024, (2) studies written in English, (3) studies focusing on hospitality employees, and (4) studies employing qualitative, quantitative, or mixed methods. Exclusion criteria included non-empirical studies, non-hospitality samples, and papers not available in English. A final sample of 27 studies was analyzed, and a quality assessment was conducted using the Joanna Briggs Institute Critical Appraisal Checklist.



PRISMA flow diagram of the study selection process.

Studies	Quality Issues									Score (%)	Interpretation
	1	2	3	4	5	6	7	8	9		
Abbas et al. (2023)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Arasli et al. (2019)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Bavik et al. (2017)	Y	Y	Y	Y	Y	Y	Y	Y	Y	100	High
Chen, C.-Y. (2019)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Cheng, J.-C., & O-Yang, Y. (2018)	Y	Y	Y	Y	Y	Y	Y	Y	Y	100	High
Guo et al. (2024)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Güçlü Nergiz, H., & Unsai-Aktaş, B. S. (2024)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Hong et al. (2024)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Jaleel & Sarmad (2024)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Karatepe et al. (2024)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Khan et al. (2024)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Liu et al. (2024)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Lu et al. (2022)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Lu et al. (2022)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Lui, T. T. (2021a)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Lui, T. T. (2021b)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Ok & Lim (2022)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Saleem et al. (2023)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Song et al. (2022)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Srivastava & Pathak (2019)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Tan et al. (2024)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Teng, H.-Y. (2019)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Teng, H.-Y. (2023)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Tian et al. (2022)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Xiao et al. (2022)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Yang et al. (2022)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Zhao et al. (2023)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High

The nine evaluation items were used to analyse the methodological aspects of each included study, with the following questions: (1) Is the sample structure adequate to represent the target population? (2) Were the study participants appropriately selected? (3) Was the sample size adequate? (4) Were the study subjects described in detail? (5) Was data analysis conducted on a sufficient proportion of the identified sample? (6) Were valid methods used for condition identification? (7) Was the studied condition measured in a standard and reliable manner for all participants? (8) Was appropriate statistical analysis performed? (9) Was the response rate adequate? In cases of a low response rate, was it appropriately managed? The questions were answered with the options "Y = Yes", "N = No", "U = Uncertain", or "NA = Not Applicable". We calculated the percentage of "Yes" responses for each study, and the quality of each study was interpreted as follows: High = 80% to 100%; Moderate = 50% to 79%; Low = <50% (Oliveira et al., 2022).

## Conclusion

Job crafting is a key mechanism for improving employee well-being and organizational performance in hospitality. Structured job crafting interventions can enhance engagement, satisfaction, and service quality, ultimately benefiting both employees and organizations. Further research should explore region-specific applications of job crafting to better adapt interventions to diverse hospitality environments.

## References

