



Job crafting in hospitality: a systematic literature review

Journal:	<i>Journal of Hospitality and Tourism Insights</i>
Manuscript ID	JHTI-04-2025-0477.R3
Manuscript Type:	Research Paper
Keywords:	Hospitality, Job crafting, Leadership, Satisfaction, Performance

SCHOLARONE™
Manuscripts

Pinheiro, P., Jesus, S. N., & Viseu, J. (2025). Job crafting in hospitality: A systematic literature review. *Journal of Hospitality and Tourism Insights*. Advance Online Publication. <https://doi.org/10.1108/JHTI-04-2025-0477> (Scopus Q1)

Versão publicada disponível em: <https://www.emerald.com/jhti/article-abstract/doi/10.1108/JHTI-04-2025-0477/1313155/Job-crafting-in-hospitality-a-systematic?redirectedFrom=fulltext>

Abstract

Purpose: This study synthesised the empirical evidence on job crafting in hospitality, focusing on its antecedents, mediators, moderators, and outcomes.

Design/Methodology/Approach: Through the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, 27 empirical studies were examined, which were published in peer-reviewed journals between 2001 and 2024, in English and addressing job crafting among hospitality workers. Searches were conducted in Scopus and Web of Science, using thematic analysis to identify key themes and sub-analyses by employee roles.

Findings: Job crafting was positively related to job satisfaction and performance. It mediated the association between leadership styles, job characteristics, employee and customer behaviours, and job satisfaction and performance. Sub-analyses revealed that frontline employees benefit from task and cognitive crafting, while managers excel in relational crafting. Emotional exhaustion persists in low-support contexts.

Research Limitations/Implications: The geographical concentration and predominance of cross-sectional designs limit the generalisability of findings. Future research should use mixed-methods approaches and robust designs, focusing on underrepresented regions. A proposed research agenda addresses emerging dynamics, e.g. artificial intelligence integration and workforce precarity.

Practical Implications: Hotel establishments should create interventions that allow leaders to develop workers’ job crafting skills, which would foster job satisfaction and performance.

Originality/Value: This review presents the nomological network of job crafting in hospitality, presenting its antecedents, mediators, moderators, and outcomes. These constructs were aggregated into different categories depending on their nature. Also, it proposes a research agenda contextualized to hospitality’s dynamic environment.

Keywords: Hospitality, Job crafting, Leadership, Satisfaction, Performance

Paper type Literature review

1. Introduction

Work design has been a central theme in organisational psychology and management to enhance employee performance and well-being (Parker, 2014). Over the decades, several theoretical models have been proposed to structure the work content and environment, shaping how employees perceive and perform their work-related tasks.

One of the earliest models of work design was the Scientific Management of Work, proposed by Frederick Taylor in the early 20th century, which focused on maximising efficiency through worker specialisation and task standardisation. This approach faced criticism for overlooking workers' psychological needs (Parker *et al.*, 2017). Hackman and Oldham (1976) introduced the Job Characteristics Model (JCM), which proposed five core dimensions to enhance work motivation, job satisfaction, and performance, i.e. skill variety, task identity, task significance, autonomy, and feedback. When a role encompasses these characteristics, employees are more likely to experience increased satisfaction, motivation, and performance, with this relationship being mediated by three psychological states, i.e. perceived meaningfulness, sense of responsibility, and knowledge of results (Jesus and Viseu, 2020). This model was criticised for neglecting the social aspects of work (Parker, 2017). Karasek's (1979) Demand-Control Model (DCM) marked another significant advancement, proposing that occupational stress originates from high job demands and low control. Increasing employee autonomy can mitigate the negative impact of job demands, fostering performance and mental health. Similarly, Kahn's (1990) Role Theory highlighted how tensions arising from conflicting role expectations, e.g. role ambiguity and conflict, can directly affect workers' well-being and performance, particularly in environments with intense interpersonal interactions, such as hospitality (Zhang and Parker, 2019).

During the first decade of the 2000s, the Job Demands-Resources Theory (JD-R; Demerouti *et al.*, 2001) emerged, which received robust theoretical and empirical corroboration. Bakker and Demerouti (2007) explained that this theory conceptualises the work environment as comprising two dimensions: job demands (work-related elements of different nature that cause ill-being; e.g. excessive workload, time pressure, cognitive demands, emotional demands) and job resources (work-related elements of different nature that trigger work motivation and well-being; e.g. perceived organisational support, psychological safety, performance feedback; Schaufeli and Taris, 2014). The JD-R Theory emphasises that the presence of job demands and the absence of adequate job resources leads to emotional exhaustion and other occupational ill-being outcomes (e.g.

depression, anxiety, turnover intentions; Schaufeli and Taris, 2014). Conversely, job resources foster work engagement (Bakker *et al.*, 2023). Over time, this theory has expanded to include variables such as personal resources (e.g. psychological capital), proactive behaviours (e.g. job crafting, playful work design), and reactive behaviours (e.g. self-undermining) (Bakker *et al.*, 2023).

The integration of elements linked to work design marked an advance in the JD-R Theory because it was no longer considered that job demands and resources were static; they could be subject to change through workers' proactive behaviours. Job crafting, a bottom-up approach that allows employees to proactively shape their activities and tasks to align better with personal characteristics, exemplifies how workers can actively manage workplace challenges to promote their well-being and performance (Bakker *et al.*, 2023). Wrzesniewski and Dutton (2001) were the first to introduce the concept of job crafting, suggesting that employees can proactively adjust their tasks (i.e. task crafting), relationships (i.e. relationship crafting), and perceptions at work (i.e. cognitive crafting), making their roles more meaningful and aligned with their interests and abilities. In hospitality, frontline workers can choose to combine their duties with others, e.g. assisting in managing the dining room. This situation is an example of task crafting. A worker who cognitively reframes customer complaints as opportunities for improvement is using a cognitive crafting strategy. When frontline employees seek customers' preferences to improve their experience, they employ a relational crafting style.

Another approach to job crafting emerged based on the JD-R Theory. This conceptualisation, presented by Tims *et al.* (2012), highlighted job crafting as a structured process in which workers proactively shape their work environment to balance job demands and resources comprising four dimensions: increasing structural job resources (i.e. workers try to change the work itself), increasing social job resources (i.e. related to the social aspects of work), increasing challenging job demands (i.e. workers seek new challenges), and decreasing hindering job demands (i.e. workers seek to mitigate distressing job demands) (Tims *et al.*, 2012). Applying this job crafting perspective to the hospitality sector, frontline employees can: (a) select preferred tasks to perform first (increasing structural job resources), (b) seek feedback from management to improve their performance (increasing social job resources), (c) attend courses that allow them to evolve professionally (increasing challenging job demands), and (d) avoid contact with potentially conflicting customers by dedicating themselves more to administrative tasks (decreasing hindering job demands). This conceptualisation demonstrates that not all job

demands negatively affect workers; some demands, e.g. challenging demands, can foster workers' psychological growth.

Job crafting can also be explained by another theory linked to the loss, maintenance, or acquisition of resources, the Conservation of Resources (COR) Theory (Demerouti, 2025). At the organisational level, this theory represented a fundamental milestone by providing a new perspective on occupational stress (Hobfoll *et al.*, 2018). The COR Theory presents a set of **fundamental** principles: (a) individuals and organisations seek to achieve, retain, and develop resources considered relevant, (b) the loss of resources is more serious than their gain, (c) to access new resources it is necessary to invest in existing ones, (d) in situations of excessive resource loss, any gain is perceived as positive, and (e) when resource loss is of great magnitude, individuals and organisations mobilize all their energy to preserve their functioning (Hobfoll *et al.*, 2018). Furthermore, this theory pioneered in proposing that resources do not exist and persist individually; they must be interconnected, i.e. resource caravans, and that there are contextual conditions that can foster/inhibit resources, i.e. caravan passageways. Finally, it introduced the notions of resource gain spirals, where individuals with a larger pool of resources tend to accumulate them, and resource loss cycles, where individuals with fewer resources tend to experience greater resource loss (Demerouti, 2025; Hobfoll *et al.*, 2018). It is within the scope of these two cycles that the COR Theory applies to job crafting. Only when a worker experiences a gain cycle does it have the necessary resources, in this case, job resources, to trigger a motivational cycle (i.e. work engagement) that leads to the implementation of job crafting skills (Demerouti, 2025). The existence of these proactive behaviours, in turn, will trigger a process of resource increase (Bakker *et al.*, 2023).

Over the past few years, literature reviews and meta-analyses conducted for the general working population have examined the role of job crafting. Lazarazza *et al.* (2019) found that this concept fosters positive work-related experiences, e.g. job satisfaction, perception of meaning, and occupational identity. However, it can also lead to negative outcomes, e.g. occupational stress and conflicts, an aspect that depends on workers' characteristics. Frederick *et al.* (2020) observed that job crafting predicted work engagement in a meta-analysis that included studies with research designs with multiple data collection points. In a literature review with meta-analysis, Wang *et al.* (2020) found that empowering and transformational leadership styles and social support from peers promoted job crafting and that this concept mediated the association between social

factors, internal and external to the organisation, and different indicators of well-being (e.g. affective commitment, job satisfaction) and performance (e.g. creativity, innovative performance, organisational citizenship behaviours). The relevance of contextual factors was also addressed in the work of Park and Park (2023). Zhang and Parker (2019) performed an extensive survey on the antecedents (e.g. personality traits, job characteristics, personal factors) and outcomes (e.g. work engagement, burnout, well-being, distress, performance) of approach crafting and avoidance demands crafting. More recently, Silapurem *et al.* (2024) also examined the antecedents and outcomes of global job crafting and its dimensions. Global job crafting and the positive dimensions of this concept established positive relationships with several concepts (antecedents, e.g. proactive personality, social support, autonomy, workaholism; outcomes, e.g. job satisfaction, work engagement, organisational commitment). The negative forms of job crafting established a positive relationship with burnout (Silapurem *et al.*, 2024). Finally, at the intervention level, Oprea *et al.* (2019) indicated that interventions in job crafting and its dimensions increase work engagement and contextual performance.

Job crafting has been gaining prominence in the literature, especially by promoting desirable outcomes and inhibiting negative working experiences. Knowledge about the effects of this concept in the global work context is well known; however, to date, and to our knowledge, no systematic literature review has addressed the empirical evidence on job crafting in the hospitality industry. *Therefore, it is essential to understand the effects of job crafting in this sector in greater depth.* Hotel establishments must consider their workers as an added value, *critical for* business development. Tourism is about to reach pre-pandemic values, representing 1.7 trillion USD in export revenues and 3.3 trillion USD in gross domestic product (World Tourism Organization, 2025). Hospitality workers can be seen as the “face” of the business, relating to senior management, managing hotel units, and dealing with customers. In this sector, the demands for high-quality service are intense, and client interactions are constant; thus, job crafting becomes particularly relevant for employees to shape their job demands and resources to foster occupational well-being and performance.

Furthermore, these workers must also be adaptable and flexible to changes in the work and social environment. For example, during the COVID-19 pandemic, hospitality workers had to adapt to health authority requirements regarding hotel operations while maintaining adequate performance levels (Viseu *et al.*, 2023). The job demands of this sector have a negative impact on workers’ mental health. Thus, it is crucial to understand

how the job crafting strategies adopted by workers serve to manage these demands, creating a healthier and more motivating work environment, leading to desirable work results, e.g. job satisfaction, increased perceived service quality, better customer experience, and workforce retention (Gjerald *et al.*, 2023). This concept enables employees to tailor their roles and tasks to their needs and goals, facilitating the delivery of excellent service to customers and impacting hospitality establishments' [bottom line](#) (Teng, 2019). Therefore, hotel establishments need to ensure the occupational well-being of their workers, not only for its effects on an individual level but also for maintaining the prosperity and reputation of the business. Considering that work in this sector is unpredictable, with diverse demands and resources, it is essential to understand which variables are associated with job crafting, promoting or inhibiting it. Hospitality workers who use job crafting skills can be instrumental in solving problems and finding solutions to constraints that may arise in hotel units. This can eliminate barriers to their operation and increase performance and organisational excellence.

This systematic review contributed to the literature by integrating the latest advancements in job crafting in hospitality, identifying trends and gaps in research, and offering a more holistic view of the subject. For organisational practice, the findings of this study can support managers and leaders in developing interventions that promote job crafting by tailoring strategies to their employees' cultural and contextual specificities. These practices can be particularly valuable in contexts characterised by high pressure for quality and constant customer interactions, enabling improvements in employee and customer experiences (Teng, 2019). By highlighting the factors that facilitate or hinder the implementation of job crafting, this study offers practical guidelines for creating work environments that foster performance, satisfaction, well-being, and talent retention. Thus, in addition to addressing gaps in the literature, this systematic review provided applicable insights for the academic and practical domains, expanding the understanding of the potential of job crafting in hospitality. Lastly, this review also presented a research agenda to explore how job crafting strategies can be developed in the hospitality context, depending on different parameters, e.g. geographic location and hotel classification, type of employment contract, worker characteristics, and the role of artificial intelligence.

2. Methods

The PRISMA guidelines were followed to ensure the standardisation of the information presented in this systematic literature review (Page *et al.*, 2021). Empirical studies on job

crafting in hospitality were included based on the following inclusion criteria: (a) samples comprising hospitality employees, (b) English-language publications, and (c) studies published between 2001 and June 2024, aligning with the introduction of job crafting by Wrzesniewski and Dutton (2001). Non-empirical studies unrelated to job crafting or hospitality or published in languages other than English were excluded.

The literature search encompassed studies published between January 2001 and June 2024 and was conducted using the Web of Science and Scopus databases. These databases were chosen due to their ability to provide access to several bibliographic sources and their reputation as essential resources in academic research for the quality and reliability of indexed works (Pranckute, 2021).

To identify primary studies, the search terms “job crafting” and “hospitality” were combined using the boolean operator AND, refining the results to ensure only studies addressing both were included. These terms were searched in the title, abstract, and keywords fields to guarantee that the selected papers directly addressed the role of job crafting in hospitality.

The selection process involved two phases. In the first phase, two authors independently screened titles and abstracts to exclude studies irrelevant to job crafting in hospitality. In the second phase, full texts were reviewed to confirm alignment with inclusion criteria, with discrepancies resolved through discussion and, when necessary, consultation with a third author, achieving 100% consensus. This process ensured impartiality and rigor.

Data extraction used a standardised form to capture study details, including authors, publication year, objectives, design, participant characteristics, key findings, and conclusions. Thematic analysis followed an inductive approach, with two authors independently coding the data to identify recurring themes (e.g. leadership, employee satisfaction). To ensure the reliability of the thematic structure, coding consistency was discussed iteratively between the two authors. A third author was consulted to resolve discrepancies, and a consensus was reached. This triangulation process ensured analytical coherence and thematic validity.

Additionally, a bias assessment of the primary studies was conducted to ensure the reliability of the results. For this purpose, the Joanna Briggs Institute (JBI) Critical Appraisal Checklist was used. This tool evaluates aspects such as participant selection, the method employed, adequacy of the statistical analysis, and selective reporting of

1
2
3 results. This procedure is crucial because it allows the evaluation of the conclusions
4 drawn from the primary evidence.
5
6
7

8 **3. Results**

9
10 The selection process resulted in 27 studies published between 2017 and the end of 2024.
11 This process is represented in a flow diagram (Figure 1) (Page *et al.*, 2021).
12
13

14
15 (Figure 1)
16
17

18 *3.1 Descriptive Findings*

19
20 The annual distribution of publications revealed an increase in interest in job crafting in
21 hospitality, peaking in 2024 (Figure 2). This peak includes eight studies, reflecting a
22 growing recognition of bottom-up work design strategies. Nevertheless, considering the
23 importance of this concept, it seems that the state of the art on job crafting in hospitality
24 is still in its infancy, highlighting the need for further research.
25
26
27
28

29
30 (Figure 2)
31
32

33
34 The included studies were conducted in different geographical and organisational
35 contexts. Geographically, 89% were conducted in Asia (e.g. China, Taiwan, Vietnam),
36 2% in Europe, 2% in North America, 4% in Africa (e.g. Egypt), and none in Latin
37 America (Figure 3).
38
39
40

41
42 (Figure 3)
43
44

45
46 The review of the 27 primary studies revealed the emerging themes in the
47 literature on job crafting in hospitality. The summarised information from each primary
48 study is shown in Table 1.
49
50

51
52 (Table 1)
53
54

55
56 Methodologically, 19 studies used a quantitative design, and eight studies adopted
57 qualitative or mixed methods. The main statistical analysis technique used in the
58 quantitative studies was structural equation modeling (SEM). Regarding the research
59
60

design, nine studies used a cross-sectional design, nine a cross-lagged design, two a two-wave design with multisource data collection, two a longitudinal design, two a diary study, and three a three-wave design. Most studies (80%) were published across diverse scientific fields in Q1 and Q2 journals (Figure 4).

(Figure 4)

Figure 5 exhibits the analysis of the risk of bias relative to the primary studies analysed using the Joanna Briggs Institute (JBI) Critical Appraisal Checklist.

(Figure 5)

3.2 Thematic Analysis

Three main themes were identified through inductive analysis, with sub-analyses comparing frontline and management roles where data allowed.

1. Leadership and job crafting: Studies showed that job crafting mediated the relationship between leadership styles, such as servant and inclusive leadership, and employee work-related outcomes. Leadership approaches fostering autonomy and proactivity were associated with enhanced individual and organisational outcomes (Bavik *et al.*, 2017; Luu, 2021b). For example, frontline employees like servers may proactively adjust customer interactions to enhance service quality, while managers may focus on relational crafting to improve team dynamics (Zhao *et al.*, 2023). Rigid organisational cultures limit these effects (Luu, 2021a).

2. The association of job crafting with employee satisfaction and performance: The collected studies indicated that employees who actively modify their tasks report higher satisfaction, positively influencing service quality. For example, task and cognitive crafting (e.g. a concierge prioritising meaningful guest interactions) enhance satisfaction, with frontline employees showing stronger effects than managers, who face more structural constraints (Chen, 2019; Teng, 2019). Qualitative studies highlighted barriers like low autonomy in high-pressure settings, contrasting with quantitative findings of consistent benefits (Srivastava and Kumar, 2019). Furthermore, it has also been concluded that the use of job crafting skills promotes different types of performance (e.g. Güçlü Nergiz and Unsal-Akbiyik, 2024; Karatepe *et al.*, 2024; Saleem *et al.*, 2023; Zhao *et al.*, 2023).

3. Potential drawbacks of job crafting: While job crafting generally reduces burnout, one of its dimensions, emotional exhaustion, persists in contexts with low organisational support, particularly for frontline employees facing high emotional demands (Srivastava and Pathak, 2020; Zhao *et al.*, 2022). Quantitative studies emphasised positive outcomes (e.g. reduced turnover), but qualitative studies underscored risks like role overload when crafting lacks support (Luu, 2021a).

3.3 Nomological Network of Job Crafting in Hospitality

Figure 6 presents the nomological network of job crafting in hospitality. This network was developed based on the empirical evidence collected and was divided into four groups: antecedents, outcomes, mediators, and moderators of job crafting. The constructs were aggregated in each of these groups according to their nature. For example, the antecedents included leadership styles and characteristics of leaders, job characteristics and organisational policies and practices, customer behaviours, employee behaviour, perceptions and characteristics, and the integration of new forms of work. At the mediators' level, concepts of motivational origin, workers' behaviours and characteristics, and work-related processes were distinguished. The moderators included the attributes of the organisation and work context, as well as employee well-being. Finally, the outcomes emphasised different types of work-related performance, work motivation, and employee perceptions, attitudes, and behaviours.

(Figure 6)

4. Discussion and conclusions

4.1 Conclusions

This systematic literature review analysed the role of job crafting in hospitality, seeking to identify its antecedents, mediators, moderators, and outcomes, thus building a nomological network for this concept in a specific context. The creation of this network was central to understanding which concepts shape job crafting, what its outcomes are, and which concepts intervene in the relationship between job crafting and its antecedents and outcomes, explaining part of those relationships or strengthening/inhibiting their magnitude. The findings show that leadership styles were the main antecedents of job crafting, and job satisfaction and performance indicators were the principal outcomes. Furthermore, the role of work motivation assumed greater relevance at the mediators'

level, and at the moderators' level, the characteristics of the organisation and its environment were highlighted. These findings indicate that job crafting is central to enhancing employee performance and satisfaction within hospitality. This strategy has proven particularly effective in environments with high job demands, enabling employees to proactively adjust their roles to promote well-being and improve service quality. This observation aligns with existing literature, demonstrating that task and interaction customisation yields positive outcomes for individuals and organisations (Tims *et al.*, 2013; Wrzesniewski and Dutton, 2001). Job crafting is embedded in the evolution of work design theories, as discussed by Parker *et al.* (2017), who emphasised the importance of employees adapting their roles to personal needs and values to enhance well-being and performance. However, the analysis of job crafting should not be limited to its outcomes but should also focus on the aspects that shape it, nurture it, inhibit it, or intervene in the relationships it establishes. Only in this way can a more comprehensive approach be achieved regarding this concept and the dynamics it creates in the organisational context.

Bibliometric data indicated that the research on this concept has become more prominent, with a peak in studies in 2024. Greater attention to research on job crafting could bring theory and practice closer together since the available evidence from other professional activities indicates that this concept can benefit workers and their workplaces (Lazazzara *et al.*, 2019). Most studies were conducted in Asia, particularly in China and Taiwan, with limited representation from Europe, North America, and Africa, highlighting a significant research gap. For example, based on Hofstede's model and considering the geographical data of some of the primary studies analysed, it can be concluded that in China, there is a greater power distance, motivation to success and achievement, and long-term orientation, unlike in the United States of America and Europe. Therefore, some of the conclusions of these studies should be interpreted in light of their cultural reality (Hofstede, 2011; Zemojtel-Piotrowska and Piotrowski, 2023).

A theme analysis identified three major categories of factors associated with job crafting. The first concerns the role of leadership in promoting job crafting. The reviewed studies suggest servant and inclusive leadership styles are particularly effective in facilitating job crafting. Leaders who foster autonomy and proactivity create an environment where employees can adjust their roles to align with their skills and interests, increasing motivation and performance (Bavik *et al.*, 2017; Luu, 2021). This relationship is consistent with the JD-R Theory, which conceptualises job crafting as an effective strategy to balance job demands with available resources, promoting employee well-

being (Tims *et al.*, 2012). The second category relates to the outcomes of job crafting, including enhanced job satisfaction and performance. These outcomes demonstrate that job crafting benefits employees and organisational functioning, solidifying its value in high-demand contexts such as hospitality. Despite the benefits of job crafting, this review also identified potential adverse effects. In environments with insufficient organisational support or where employees receive negative feedback, job crafting can lead to emotional exhaustion (Srivastava and Pathak, 2020; Zhao *et al.*, 2022). These findings underscore the importance of organisations providing adequate support to prevent workers' emotional exhaustion. Without this support, job crafting may become an additional source of distress rather than a resource for well-being. In other words, job crafting can have a dark side in adverse organisational contexts.

4.2 Theoretical Implications

The main contribution of this systematic review is related to its focus, which is the use of job crafting skills in hospitality. This concept has been gaining greater relevance in the literature because it allows workers to proactively change their job characteristics to increase their well-being and performance (Bakker *et al.*, 2023). Its use in the context of hospitality is crucial since this is a dynamic context composed of several job demands (e.g. relationships with customers and managers), where workers must present adequate levels of well-being to ensure the correct functioning of organisations (Kristiana *et al.*, 2025; Teng, 2019). In turn, the proper functioning of these organisations increases their bottom line and reputation (Teng, 2019).

In the literature, there was, to our knowledge, no systematic review that summarised the empirical evidence on job crafting in hospitality. Through this review, it was possible to characterise the scientific production on this topic, e.g. in terms of the publication flow by the years considered, by the geographical identification of where the research was performed, and by observing the main sources of publication of works. In methodological terms, this systematic review also allowed us to identify the main characteristics of the existing evidence at the methods and research design levels and the preferred data analysis strategy. In addition, it was possible to verify the main topics that have been addressed using a thematic analysis. Finally, this systematic review also took a step forward in the knowledge about job crafting in hospitality by presenting the nomological network of this concept in this particular context and making it possible to identify its antecedents, mediators, moderators, and outcomes.

4.3 Practical Implications

This systematic review allowed us to identify the pivotal role of some leadership styles (e.g. servant, inclusive; Bavik *et al.*, 2017; Jaleel and Sarmad, 2024) and leader behaviours (e.g. humility and psychological capital; Karatepe *et al.*, 2024; Luu, 2021a), which facilitate the development of job crafting skills in workers and, consequently, lead to the emergence of positive work-related outcomes. Therefore, it is advisable to create intervention programs for leaders to develop behaviours and strategies that facilitate workers' job crafting. For example, the development of managers' psychological capital (PsyCap) makes them more capable of developing strategies to achieve the hotels' aims and create alternatives to face adverse scenarios, contributes to the development of a positive perspective on the present and the future, and enables them to recover more effectively from adversities (Luthans *et al.*, 2015). The growth of these state-like characteristics, in turn, may contribute to the emergence of workers' job crafting (Bakker *et al.*, 2023; Luthans *et al.*, 2015). Thus, workers may feel more empowered to transform their workplace's design, become more competent in managing job demands (e.g. dealing with demanding customers), and act as promoters of their well-being.

The creation of intervention programs aimed at developing job crafting skills in hospitality workers is also crucial, given that this concept fosters job satisfaction (e.g. Cheng and O-Yang, 2018) and performance (e.g. Güçlü Nergiz and Unsal-Akbiyik, 2024; Karatepe *et al.*, 2024; Saleem *et al.*, 2023; Zhao *et al.*, 2023). Empirical evidence on job crafting interventions has highlighted the positive impact of this concept on work engagement and job performance. Also, it contributes to reducing health costs for employees (Oprea *et al.*, 2019). van den Heuvel *et al.* (2015) developed a short-term intervention program in which employees learned to identify modifiable job demands and resources in their work context, and, as a group, they developed strategies to increase structural job resources, social job resources, and challenging job demands, and reduce hindering job demands. The results of this intervention led to increased self-efficacy, perception of development opportunities, positive affects, and decreased negative affects (van den Heuvel *et al.*, 2015).

Another implication concerns the potential adverse effect of job crafting, which has already been explored in previous studies with workers from other activity sectors (e.g. Junker *et al.*, 2023). This situation may be related to a reduced perception of organisational support, which makes workers more prone to emotional demands and role

overload, lacking the necessary resources to use job crafting skills. To ensure job crafting is an effective and enduring practice, managers must provide the necessary organisational support and promote employee autonomy, ensuring benefits for workers, customers, and the organisation as a whole. Still within the scope of the adverse effects of job crafting, it is essential to highlight that there are personality traits (e.g. neuroticism; Roczniowska and Bakker, 2016) that can compromise the beneficial use of job crafting (e.g. to increase job resources). Therefore, the recruitment and selection processes of hospitality professionals must consider the importance of psychological assessment to ensure that individuals who contribute to the sustainable development of the business are hired.

4.4 Limitations and future research

This review is not without limitations. For example, excluding studies in languages other than English and bibliographic material from the grey literature may have biased the results obtained. Furthermore, using the defined search terms (i.e. “job crafting” AND “hospitality” in the title, abstract, and keywords fields) may have also excluded relevant papers for this systematic review. This situation needs to be reviewed in the future to obtain a more extensive coverage of the literature.

Regarding the empirical evidence collected, there are also some limitations to consider. For example, the dominance of studies with a cross-sectional design was observed, a type of design that prevents the inference of causality and only allows conclusions about the association levels between variables. A higher prevalence of studies that followed the quantitative method was also verified. While this method allows for detailed analysis, its isolated use limits understanding of job crafting’s more nuanced and qualitative aspects (Rudolph *et al.*, 2017). For example, in the future, it would be helpful to conduct studies that use a mixed-method approach since this would allow for a more comprehensive approach to this topic. Furthermore, self-report measures may be fallible due to the emergence of social desirability bias. This fact could be remedied by the use of other information sources, e.g. those of a qualitative nature. Finally, the greater representation of studies from the Asian continent may also interfere with the conclusions obtained, given that these may not be generalisable to other cultures.

4.4 Future Research Directions

After analysing the empirical evidence collected, it was possible to verify that there are avenues of research in this context that should be explored in the future. Subsequently, there are some suggestions for future studies.

The effects of job crafting may vary depending on cultural and organisational contexts. As most studies were conducted in Asia, questions arise about the applicability of the findings in other regions, such as Europe or Latin America, where management practices may differ significantly. This gap highlights the need for future research to explore cross-cultural differences in job crafting (Zhang and Parker, 2019). Therefore, based on Hofstede's model, it would be important, e.g. to observe whether there are differences in the implementation of job crafting strategies in countries with different national contexts. In addition, it would also be essential to study whether job crafting outcomes differ in cultural terms.

Another line of research can be developed based on the relationship between the individual characteristics of hospitality workers and their work-related outcomes. For example, it would be interesting to explore whether certain personality traits or other personal characteristics facilitate job crafting skills in the hospitality context, leading to better individual and organisational results. The identification of these characteristics is critical, e.g. at the recruitment, selection, and retention of workers. Still within the scope of personal characteristics, it would also be interesting to explore the dark side of job crafting, that is, how dark personality traits can lead to the use of job crafting strategies that harm organisational functioning (Junker *et al.*, 2023; Roczniowska and Bakker, 2016).

Moreover, it would be useful to compare workers with stable and precarious employment relationships regarding the use of job crafting skills. Precarious workers have a higher incidence of physical and psychological health problems due to a reduced perception of organisational support, low support from supervisors, and the loss of resources (O'Connor *et al.*, 2020). Therefore, considering the COR Theory (Hobfoll *et al.*, 2018), workers with low resource levels do not have enough of these to trigger a motivational cycle that leads to the use of job crafting skills. It is essential to empirically test this theoretical assumption in hospitality since it is possible, through intervention programs (e.g. van den Heuvel *et al.*, 2015), to help workers identify job resources, which can contribute to the emergence of a gain cycle, which fosters work engagement and, consequently, job crafting.

Depending on the hotel classification, it would also be essential to explore whether job crafting skills provide the same type of organisational outcomes (e.g. in terms of performance and productivity) or whether there is some variation. For example, Kristiana *et al.* (2025) demonstrated that job crafting contributes to the well-being of employees in five-star hotels in Indonesia. However, these authors only focused on individual determinants, i.e. occupational well-being, neglecting organisational determinants, which contribute significantly to hotel performance and reputation.

Lastly, job crafting's relevance extends to modern challenges like artificial intelligence (AI). For instance, employees using AI-driven reservation systems may craft tasks to focus on human-centric interactions, reducing technostress (Tan *et al.*, 2024). Studies in this area should further explore the role of job crafting in mitigating technostress in AI-integrated hospitality roles.

References

- *Abbas, T.M., Mansour, N.M. and Elshawarbi, N.N. (2023), "Job crafting and organizational commitment: the mediating role of person-job fit in the food and beverage sector", *Tourism and Hospitality Management*, vol. 29, no. 3, pp. 319–333. [https://doi.org/ 10.20867/thm.29.3.1](https://doi.org/10.20867/thm.29.3.1)
- *Arasli, H., Arici, H.E. and Ilgen, H. (2019), Blackbox between job crafting and job embeddedness of immigrant hotel employees: a serial mediation model", *Economic Research-Ekonomska Istraživanja*, vol. 32, no. 1, pp. 3935–3962. <https://doi.org/10.1080/1331677x.2019.1678500>
- Bakker, A.B. and Demerouti, E. (2007), "The job demands-resources model: state of the art", *Journal of Managerial Psychology*, vol. 22, no. 3, pp. 309–328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A.B., Demerouti, E. and Sanz-Vergel, A. (2023a), "Job demands–resources theory: ten years later", *Annual Review of Organizational Psychology and Organizational Behavior*, vol. 10, pp. 25–53. <https://doi.org/10.1146/annurev-orgpsych-120920-053933>
- *Bavik, A., Bavik, Y.L. and Tang, P.M. (2017), "Servant leadership, employee job crafting, and citizenship behaviors: a cross-level investigation", *Cornell Hospitality Quarterly*, vol. 58, no. 4, pp. 364–373. <https://doi.org/10.1177/1938965517719282>
- *Chen, C.-Y. (2019), "Does work engagement mediate the influence of job resourcefulness on job crafting? An examination of frontline hotel employees",

- International Journal of Contemporary Hospitality Management*, vol. 31, no. 4, pp. 1684–1701. <https://doi.org/10.1108/IJCHM-05-2018-0365>
- *Cheng, J.-C. and O-Yang, Y. (2018), “Hotel employee job crafting, burnout, and satisfaction: the moderating role of perceived organizational support”, *International Journal of Hospitality Management*, vol. 72, pp. 78–85. <https://doi.org/10.1016/j.ijhm.2018.01.005>
- Demerouti, E. (2025), “Job demands-resources and conservation of resources theories: How do they help explain employee well-being and future job design?”, *Journal of Business Research*, vol. 192, article e115296. <https://doi.org/10.1016/j.busres.2025.115296>
- Demerouti, E., Bakker, A.B., Nachreiner, F. and Schaufeli, W.B. (2001), “The job demands-resources model of burnout”, *Journal of Applied Psychology*, vol. 86, no. 3, pp. 499–512. <https://doi.org/10.1037/0021-9010.86.3.499>
- Frederick, D. and VanderWeele, Y. (2020), “Longitudinal meta-analysis of job crafting shows positive association with work engagement”, *Cogent Psychology*, vol. 7, no. 1, article e1746733. <https://doi.org/10.1080/23311908.2020.1746733>
- Gjerald, O., Furunes, T. and Mathisen, G. (2023), “What else is new?” Identifying emerging psychosocial risk factors in hospitality employment”, *Employee Relations: The International Journal*, vol. 45, no. 4, pp. 966–982. <https://doi.org/10.1108/ER-10-2022-0490>
- *Güçlü Nergiz, H. and Unsal-Akbiyik, B.S. (2024), “Job crafting, task performance, and employability: the role of work engagement”, *Sage Open*, vol. 14, no. 3. <https://doi.org/10.1177/21582440241271125>
- *Guo, G., Tian, J., Cheng, B. and Zhou, K. (2024), “Unleashing employee potential: the effects of customer-empowering behaviors on job crafting in hospitality industries”, *International Journal of Hospitality Management*, vol. 122, article e103846. <https://doi.org/10.1016/j.ijhm.2024.103846>
- Hackman, J.R. and Oldham, G.R. (1976), “Motivation through the design of work: test of a theory”, *Organizational Behavior and Human Performance*, vol. 16, no. 2, pp. 250–279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- Hobfoll, S., Halbesleben, J., Neveu, J. and Westman, M. (2018), “Conservation of resources in the organizational context: The reality of resources and their consequences”, *Annual Review of Organizational Psychology and Organizational*

- Behavior*, vol. 5, pp. 103–128. <https://doi.org/10.1146/annurev-orgpsych-032117-104640>
- Hofstede, G. (2011), “Dimensionalizing cultures: the Hofstede model in context”, *Online Readings in Psychology and Culture*, vol. 2, no. 1. <https://doi.org/10.9707/2307-0919.1014>
- *Hong, Z., Xu, A.J., Loi, R. and Chow, C.W.C. (2024), “How and when internal marketing orientation affects frontline employees’ positive word of mouth: insights from a hotel in China”, *European Journal of Marketing*, vol. 58, no. 9, pp. 2095–2126. <https://doi.org/10.1108/ejm-11-2022-0845>
- *Jaleel, A. and Sarmad, M. (2024), “Inclusive leader and job crafting: the role of work engagement and job autonomy in service sector organisations”, *Journal of Organizational Effectiveness: People and Performance*, vol. 11, no. 4, pp. 948–966. <https://doi.org/10.1108/joepp-12-2022-0361>
- Jesus, S.N. and Viseu, J. (2020), Motivação no trabalho, In Caetano, A., Neves, J. e Ferreira, J. (Eds.), *Psicossociologia das Organizações: Fundamentos e Aplicações*, Edições Sílabo, Lisboa, pp. 161–178.
- Junker, T., Fong, C., Gorgievski, M., Gawke, J. and Bakker, A. (2023), “From job crafting to job quitting? Testing a wise proactivity perspective”, *Career Development International*, vol. 3, no. 3, pp. 666–685. <https://doi.org/10.1108/CDI-06-2022-0163>
- Kahn, W.A. (1990), “Psychological conditions of personal engagement and disengagement at work”, *Academy of Management Journal*, vol. 33, no. 4, pp. 692–724. <https://doi.org/10.2307/256287>
- *Karatepe, O.M., Ampofo, E.T., Kim, T.T. and Oh, S. (2024), “The trickle-down effect of leader psychological capital on follower creative performance: the mediating roles of job crafting and knowledge sharing”, *International Journal of Contemporary Hospitality Management*, vol. 36, no. 9, pp. 3168–3189. <https://doi.org/10.1108/ijchm-06-2023-0807>
- Karasek, R.A. (1979), “Job demands, job decision latitude, and mental strain: implications for job redesign”, *Administrative Science Quarterly*, vol. 24, no. 2, pp. 285–308. <https://doi.org/10.2307/2392498>
- *Khan, J., Zhang, Q., Saeed, I., Ali, A. and Fayaz, M. (2024), “Unveiling the nexus between perceived overqualification and knowledge hiding: moderated mediation analysis of job crafting and job boredom”, *Heliyon*, vol. 10, no. 10, article e31701. <https://doi.org/10.1016/j.heliyon.2024.e31701>

- Kristiana, Y., Sijabat, R., Sudibjo, N. and Bernarto, I. (2025), "Service-oriented job crafting for employee well-being in hotel industry: A job demands-resources perspective", *Cogent Business & Management*, vol. 12, no. 1, article e2463816. <https://doi.org/10.1080/23311975.2025.2463816>
- Lazazzara, A., Tims, M. and De Gennaro, D. (2019), "The process of reinventing a job: a meta-synthesis of qualitative job crafting research", *Journal of Vocational Behavior*, vol. 116, article e103267. <https://doi.org/10.1016/j.jvb.2019.01.001>
- *Liu, B., Yun, J. and Zhao, J. (2024), "The dual-path mechanism underlying the influence of customers' negative feedback on the job crafting", *Journal of Occupational and Organizational Psychology*, vol. 97, no. 4, pp. 1526–1549. <https://doi.org/10.1111/joop.12527>
- Luthans, F., Youssef-Morgan, C. and Avolio, B. (2015), *Psychological capital and beyond*, Oxford University Press, New York, NY.
- *Lu, W., Liu, S., Wu, H., Wu, K. and Pei, J. (2022), "To avoidance or approach: unraveling hospitality employees' job crafting behavior response to daily customer mistreatment", *Journal of Hospitality and Tourism Management*, vol. 53, pp. 123–132. <https://doi.org/10.1016/j.jhtm.2022.09.007>
- *Lu, W., Wu, H., Liu, S., Guo, Z. and He, X. (2022), "Why customer mistreatment undermines hospitality employees' performance: the moderating role of job crafting", *International Journal of Contemporary Hospitality Management*, vol. 34, no. 10, pp. 3588–3606. <https://doi.org/10.1108/ijchm-06-2021-0801>
- *Luu, T.T. (2021a), "Socially responsible human resource practices and hospitality employee outcomes", *International Journal of Contemporary Hospitality Management*, vol. 33, no. 3, pp. 757–789. <https://doi.org/10.1108/ijchm-02-2020-0164>
- *Luu, T.T. (2021b), "Knowledge sharing in the hospitality context: the roles of leader humility, job crafting, and promotion focus", *International Journal of Hospitality Management*, vol. 94, article e102848. <https://doi.org/10.1016/j.ijhm.2020.102848>
- O'Connor, A., Peckham, T. and Seixas, N. (2020), "Considering work arrangement as an "exposure" in occupational health research and practice", *Frontiers in Public Health*, vol. 8, article e363. <https://doi.org/10.3389/fpubh.2020.00363>
- *Ok, C.M. and Lim, S.E. (2022), "Job crafting to innovative and extra-role behaviors: a serial mediation through fit perceptions and work engagement", *International Journal*

- of *Hospitality Management*, vol. 106, article e103288.
<https://doi.org/10.1016/j.ijhm.2022.103288>
- Oprea, B., Barzin, L., Virga, D., Iliescu, D. and Rusu, A. (2019), “Effectiveness of job crafting interventions: A meta-analysis and utility analysis”, *European Journal of Work and Organizational Psychology*, vol. 28, no. 6, pp. 723–741.
<https://doi.org/10.1080/1359432X.2019.1646728>
- Page, M., McKenzie, J., Bossuyt, P., Boutron, I., Hoffmann, T., Mulrow, C., Shamseer, L., Tetzlaff, J., Akl, E., Brennan, S., Chou, R., Glanville, J., Grimshaw, J., Hróbjartsson, A., Lalu, M., Li, T., Loder, E., Mayo-Wilson, E., McDonald, S., McGuinness, L., Stewart, L., Thomas, J., Tricco, A., Welch, V., Withing, P. and Moher, D. (2021), “The PRISMA 2020 statement: an updated guideline for reporting systematic reviews”, *BMJ*, vol. 71, article e372. <https://doi.org/10.1136/bmj.n71>
- Park, S. and Park, S. (2023). Contextual antecedents of job crafting: Review and future research agenda. *European Journal of Training and Development*, vol. 47, no. 1/2, pp. 141–165. <https://doi.org/10.1108/EJTD-06-2021-0071>
- Parker, S.K. (2014), “Beyond motivation: job and work design for development, health, ambidexterity, and more”, *Annual Review of Psychology*, vol. 65, pp. 661–691.
<https://doi.org/10.1146/annurev-psych-010213-115208>
- Parker, S.K., Morgeson, F.P. and Johns, G. (2017), “One hundred years of work design research: looking back and looking forward,” *Journal of Applied Psychology*, vol. 102, no. 3, pp. 403–420. <https://doi.org/10.1037/apl0000106>
- Pranckutė, R. (2021), “Web of Science (WoS) and Scopus: the titans of bibliographic information in today’s academic world”, *Publications*, vol. 9, no. 1, article e12.
<https://doi.org/10.3390/publications9010012>
- Roczniewska, M. and Bakker, A. (2016), “Who seeks job resources, and who avoids job demands? The link between dark personality traits and job crafting”, *The Journal of Psychology*, vol. 150, no. 8, pp. 1026–1045.
<https://doi.org/10.1080/00223980.2016.1235537>
- Rudolph, C.W., Katz, I.M., Lavigne, K.N. and Zacher, H. (2017), “Job crafting: a meta-analysis of relationships with individual differences, job characteristics, and work outcomes”, *Journal of Vocational Behavior*, vol. 102, pp. 112–138.
<https://doi.org/10.1016/j.jvb.2017.05.008>
- *Saleem, S., Humayun, S., Raziq, M.M., Iqbal, M.Z. and Ahmad, M. (2023), “Proactive personality and performance in the hospitality industry firms: mediating role of job

- crafting”, *Current Psychology*, vol. 43, no. 3, pp. 2516–2533.
<https://doi.org/10.1007/s12144-023-04356-z>
- Schaufeli, W. and Taris, T. (2014), A critical review of the job demands-resources model: implications for improving work and health, In Bauer, G. and Hammig, O. (Eds.), *Bridging Occupational, Organizational, and Public Health: A Transdisciplinary Approach*, Springer, Dordrecht, pp. 43–68. https://doi.org/10.1007/978-94-007-5640-3_4
- Silapurem, L., Slemp, G. and Jarden, A. (2024), “Longitudinal job crafting research: A meta-analysis”, *International Journal of Applied Positive Psychology*, vol. 9, pp. 899–933. <https://doi.org/10.1007/s41042-024-00159-0>
- *Song, Y., Zhang, M., Hu, J. and Cao, X. (2022), “Dancing with service robots: the impacts of employee-robot collaboration on hotel employees’ job crafting”, *International Journal of Hospitality Management*, vol. 103, article e103220. <https://doi.org/10.1016/j.ijhm.2022.103220>
- *Srivastava, S. and Pathak, D. (2019), “The role of moderators in linking job crafting to organizational citizenship behaviour: a study on the Indian hospitality sector”, *Vision: The Journal of Business Perspective*, vol. 24, no. 1, pp. 101–112. <https://doi.org/10.1177/0972262919869747>
- *Tan, K.-L., Hofman, P.S., Noor, N., Tan, S.-R., Hii, I.S. and Cham, T.-H. (2024), “Does artificial intelligence improve hospitality employees’ individual competitive productivity? A time-lagged moderated-mediation model involving job crafting and meaningful work”, *Current Issues in Tourism*, pp. 1–18. <https://doi.org/10.1080/13683500.2024.2391114>
- *Teng, H.-Y. (2019), “Job crafting and customer service behaviors in the hospitality industry: mediating effect of job passion”, *International Journal of Hospitality Management*, vol. 81, pp. 34–42. <https://doi.org/10.1016/j.ijhm.2019.03.013>
- *Teng, H.-Y. (2023), “Job crafting, leisure crafting, and well-being among hospitality employees: the roles of work–leisure facilitation and conflict”, *International Journal of Hospitality Management*, vol. 111, article e103460. <https://doi.org/10.1016/j.ijhm.2023.103460>
- *Tian, Q., Bai, J. and Wu, T. (2022), “Should we be challenging employees? A study of job complexity and job crafting”, *International Journal of Hospitality Management*, vol. 102, article e103165. <https://doi.org/10.1016/j.ijhm.2022.103165>

- Tims, M., Bakker, A.B. and Derks, D. (2012), "Development and validation of the Job Crafting Scale", *Journal of Vocational Behavior*, vol. 80, no. 1, pp. 173–186. <https://doi.org/10.1016/j.jvb.2011.05.009>
- Tims, M., Bakker, A.B. and Derks, D. (2013), "The impact of job crafting on job demands, job resources, and well-being", *Journal of Occupational Health Psychology*, vol. 18, no. 2, pp. 230–240. <https://doi.org/10.1037/a0032141>
- van den Heuvel, M., Demerouti, E. and Peeters, M. (2015), "The job crafting intervention: Effects on job resources, self-efficacy, and affective well-being", *Journal of Occupational and Organizational Psychology*, vol. 88, pp. 511–532. <https://doi.org/10.1111/joop.12128>
- Viseu, J., Guerreiro, S., Jesus, S. N. and Pinto, P. (2023), "Effect of psychosocial safety climate and organizational justice on affective commitment: A study in the Algarve hotel sector during the COVID-19 pandemic", *Journal of Human Resources in Hospitality & Tourism*, vol. 22, no. 2, pp. 320–345. <https://doi.org/10.1080/15332845.2023.2154035>
- Wang, H., Li, P. and Chen, S. (2020), "The impact of social factors on job crafting: A meta-analysis review", *International Journal of Environmental Research and Public Health*, vol. 17, article e8016. <https://doi.org/10.3390/ijerph17218016>
- World Tourism Organization (2025), *Tourism: A driver for shared prosperity*, United Nations Tourism, Madrid, Spain.
- Wrzesniewski, A. and Dutton, J.E. (2001), "Crafting a job: revisioning employees as active crafters of their work", *Academy of Management Review*, vol. 26, no. 2, pp. 179–201. <https://doi.org/10.5465/amr.2001.4378011>
- *Xiao, J., Liu, X. and Zhao, X. (2022), "How and when frontline employees positively cope with supervisor ostracism: an attributional perspective", *Journal of Hospitality Marketing & Management*, vol. 31, no. 7, pp. 850–871. <https://doi.org/10.1080/19368623.2022.2067609>
- *Yang, Y., Yan, X., Zhao, X.R., Mattila, A.S., Cui, Z. and Liu, Z. (2022), "A two-wave longitudinal study on the impacts of job crafting and psychological resilience on emotional labor", *Journal of Hospitality and Tourism Management*, vol. 52, pp. 128–140. <https://doi.org/10.1016/j.jhtm.2022.05.014>
- Zemojtel-Piotrowska, M. and Piotrowski, J. (2023), Hofstede's cultural dimensions theory", In Shackelford, T.K. (Ed.), *Encyclopedia of Sexual Psychology and Behavior*, Springer, Cham. https://doi.org/10.1007/978-3-031-08956-5_1124-1

Zhang, F. and Parker, S.K. (2019), “Reorienting job crafting research: a hierarchical structure of job crafting concepts and integrative review”, *Journal of Organizational Behavior*, vol. 40, no. 2, pp. 126–146. <https://doi.org/10.1002/job.2332>

*Zhao, X.R., Wang, J., Mattila, A., Leong, A.M., Cui, Z., Sun, Z., Yang, C. and Chen, Y. (2023), “Examining the cross-level mechanisms of the influence of supervisors’ job crafting on frontline employees’ engagement and performance”, *International Journal of Contemporary Hospitality Management*, vol. 35, no. 12, pp. 4428–4450. <https://doi.org/10.1108/ijchm-08-2022-1028>

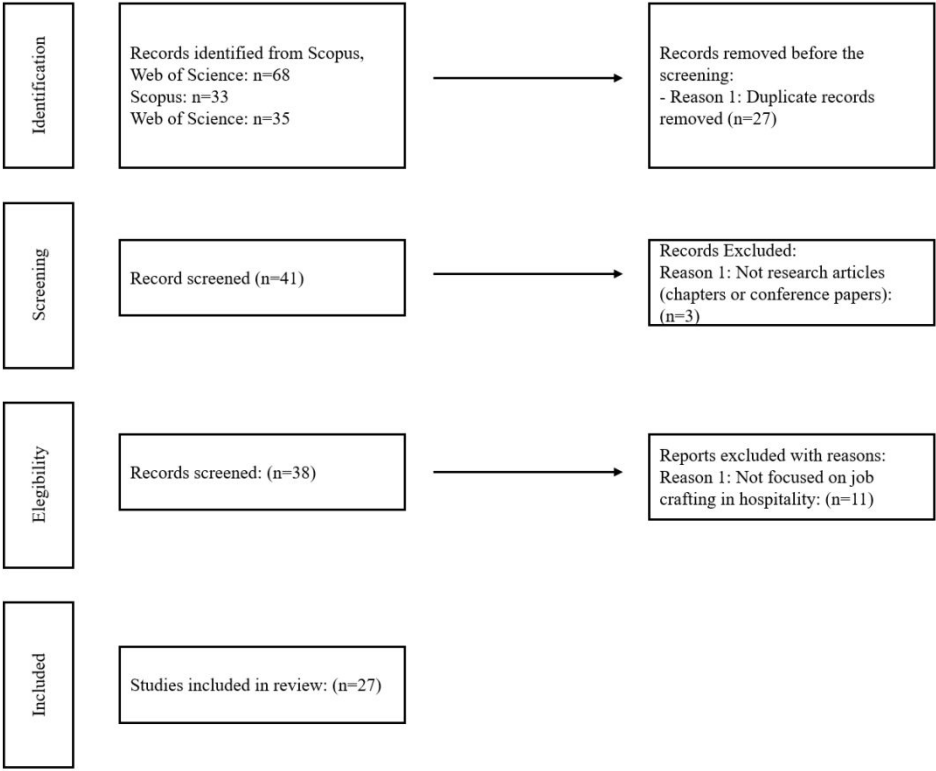


Figure 1. PRISMA flow diagram of the study selection process

Number Of Articles Published Per Year

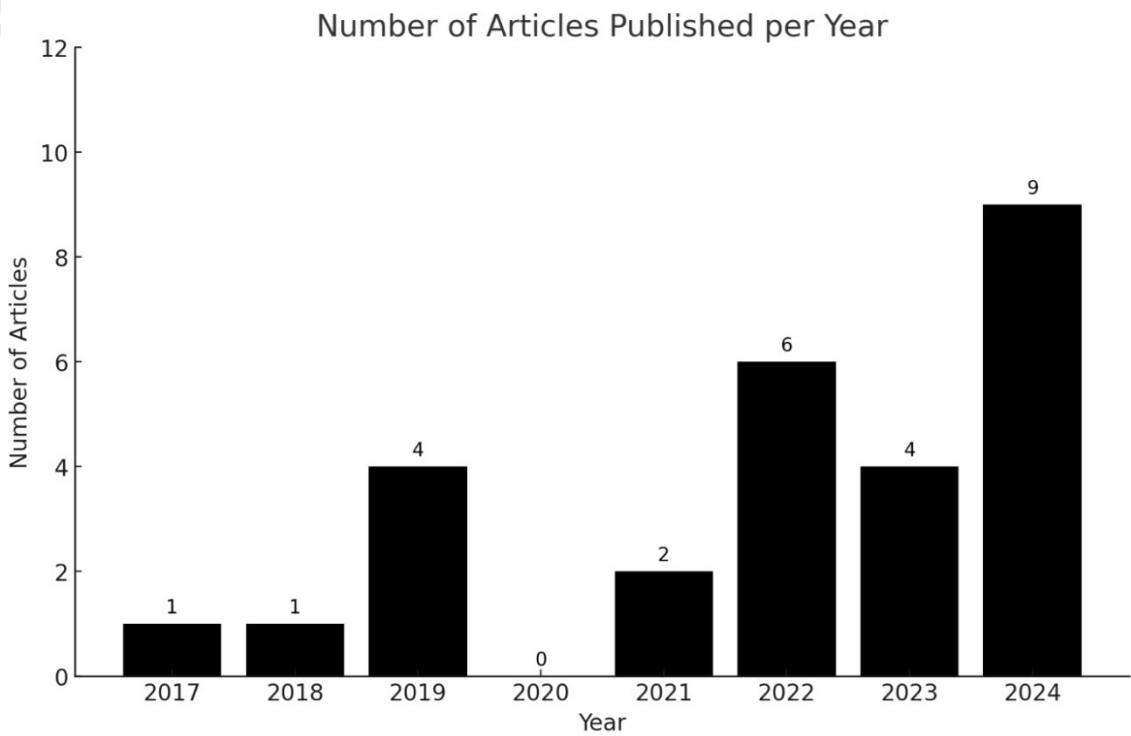


Figure 2. Distribution of publications on job crafting in the hospitality sector annually

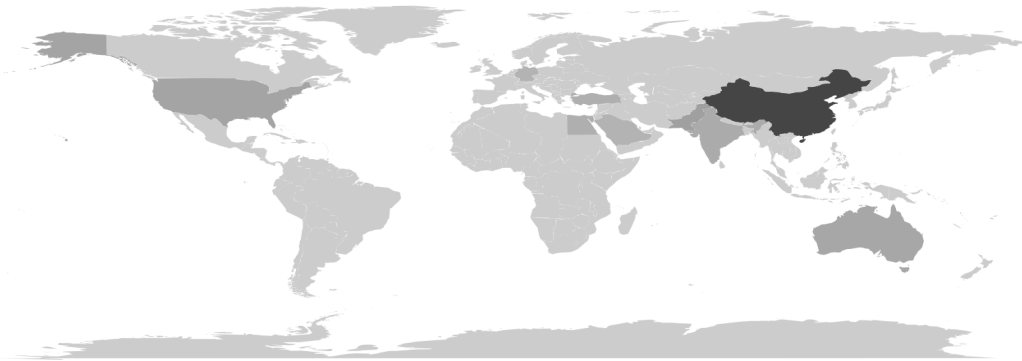


Figure 3. Countries' Scientific Production (Source: Biblioshiny)

Journal	Number of Articles	Quartile (Q)	Scientific Field
Tourism and Hospitality Management	1	Q3	Social Sciences, Geography, Planning and Development
Economic Research-Ekonomska Istraživanja	1	Q2	Economics, Econometrics and Finance
Cornell Hospitality Quarterly	1	Q1	Business, Management and Accounting
International Journal of Contemporary Hospitality Management	5	Q1	Tourism, Leisure and Hospitality Management
International Journal of Hospitality Management	8	Q1	Strategy and Management
SAGE Open	1	Q1	Arts and Humanities (miscellaneous)
European Journal of Marketing	1	Q1	Marketing
Journal of Organizational Effectiveness	1	Q2	Organizational Behavior and Human Resource Management
Heliyon	1	Q1	Multidisciplinary
Journal of Occupational and Organizational Psychology	1	Q1	Applied Psychology
Journal of Hospitality and Tourism Management	2	Q1	Tourism, Leisure and Hospitality Management
Current Psychology	1	Q1	Psychology (miscellaneous)
Vision	1	Q3	Business and International Management; Strategy and Management
Current Issues in Tourism	1	Q1	Geography, Planning and Development
Journal of Hospitality Marketing & Management	1	Q1	Management Information Systems

Figure 4. Most Relevant Sources (Source: Biblioshiny; Scimago)

Studies	Quality Issues									Score (%)	Intpretation
	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., & Unsal-Akbiyik, 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
Luu, T. T. (2021a)	Y	Y	Y	Y	U	U	Y	Y	Y	89	High
Luu, 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 e 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).

Figure 5. Quality of Job Crafting Studies in the Hospitality Sector (Prepared by the authors based on the Joanna Briggs Institute (JBI) Critical Appraisal Tool, 2020)

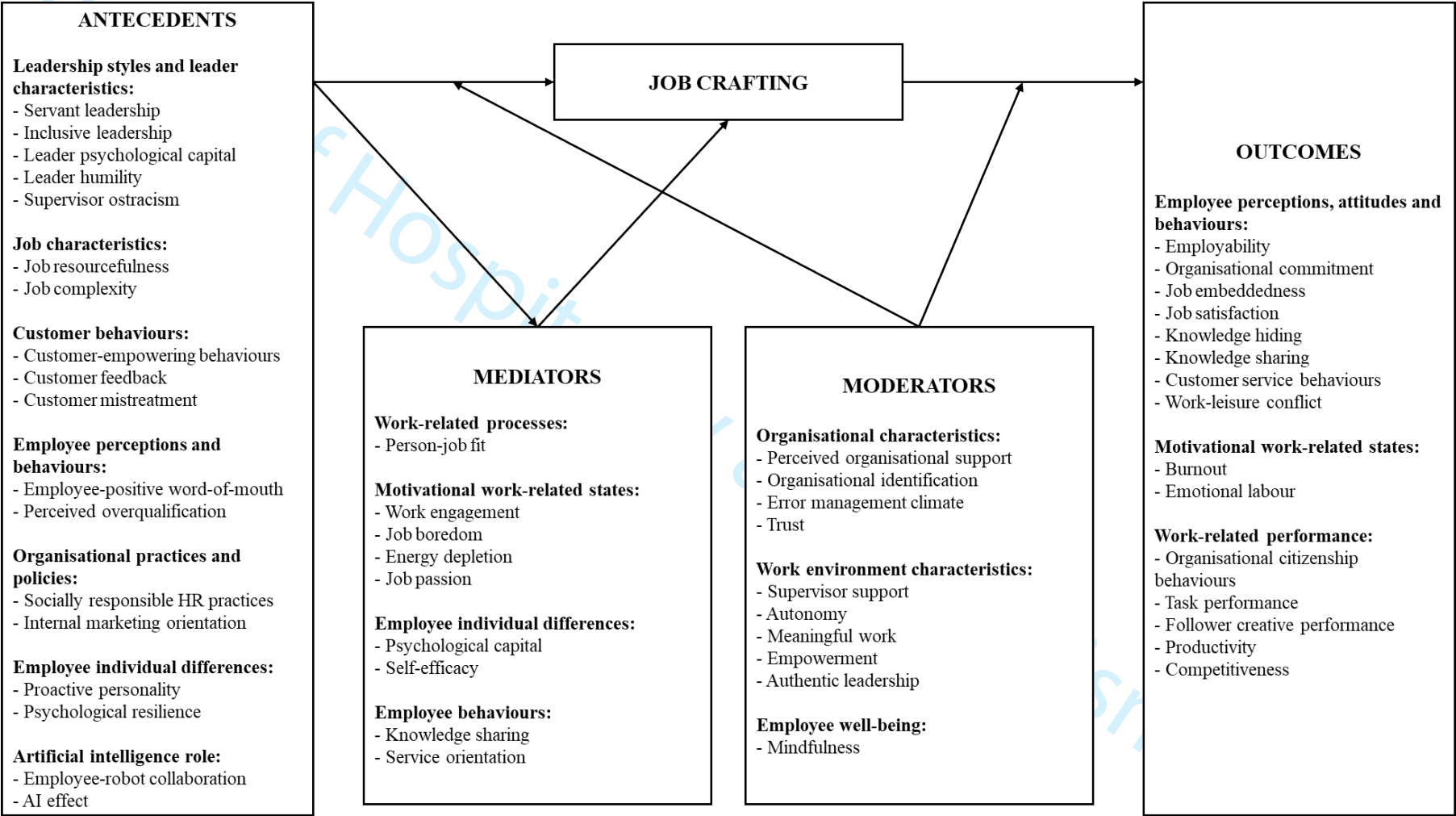


Figure 6. Nomological network of job crafting in hospitality

Authors (Year)	Objective	Design	Participants	Key Findings
Abbas <i>et al.</i> (2023)	Examine the association of job crafting with organisational commitment through person-job fit.	Cross-sectional	410 F&B staff, 5-star Cairo hotels	Job crafting enhances person-job fit, which mediates its positive effect on organisational commitment.
Arasli <i>et al.</i> (2019)	Investigate the association of job crafting with job embeddedness through PsyCap and work engagement.	Cross-sectional	572 immigrant staff, 4- and 5-star hotels, North Cyprus	Job crafting boosts job embeddedness through serial mediation of PsyCap and work engagement.
Bavik <i>et al.</i> (2017)	Examine the association of servant leadership with citizenship behaviors through job crafting.	Cross-sectional	238 employees, 38 teams, 5-star hotels, Macau	Through job crafting, servant leadership boosts citizenship behaviors (leader, coworker, customer).
Chen (2019)	Investigate the association between job resourcefulness and job crafting, mediated by work engagement.	Cross-sectional	433 frontline staff, 4- and 5-star hotels, Taiwan	Job resourcefulness enhances work engagement, which in turn facilitates job crafting.
Cheng and O-Yang (2018)	Explore the relationships between job crafting, job satisfaction, and	Cross-sectional	355 frontline hotel employees in Taiwan	Job crafting boosts job satisfaction and reduces burnout, moderated by perceived organisational support.

	burnout, considering the roles of job burnout and organisational support.			
Guo <i>et al.</i> (2024)	Investigate how customer-empowering behaviors are related to job crafting, mediated by self-efficacy.	Cross-sectional	355 frontline hotel employees in Taiwan	Customer-empowering behaviors are positively associated with job crafting, self-efficacy in service delivery as a mediator, and the unit's climate of concern for customers as a moderator.
Güçlü Nergiz and Unsal-Akbiyik (2024)	Examine the association of job crafting with employability and task performance via work engagement.	Cross-sectional	209 hotel employees in Turkey	Work engagement mediates the relationship between job crafting, employability, and performance.
Hong <i>et al.</i> (2024)	Examine the relationship between internal marketing orientation (IMO) and employee-positive word-of-mouth (PWOM) through job crafting, with supervisory support as a moderator.	Two-wave, multisource study with data collected from employees and supervisors	106 employees and 32 supervisors in Eastern China	IMO enhances PWOM through relational job crafting, strengthened by supportive supervisors.

Jaleel and Sarmad (2024)	Explore the relationship between inclusive leadership and job crafting via work engagement, with job autonomy as a moderator.	Cross-lagged	319 hospitality workers in Pakistan	Inclusive leadership boosts job crafting via work engagement; job autonomy amplifies this relationship.
Karatepe <i>et al.</i> (2024)	Explore leader psychological capital's influence on follower creative performance through job crafting and knowledge sharing.	Two-wave study with a one-month time lag, using multisource data from employees and supervisors	394 employees in Seoul, Korea	Leader psychological capital boosts follower creative performance via job crafting and knowledge sharing.
Khan <i>et al.</i> (2024)	Explore how perceived overqualification (POQ) influences knowledge hiding via job boredom, with job crafting as a moderator.	Longitudinal	374 employees in Pakistan's hospitality sector	POQ leads to knowledge hiding mediated by job boredom; job crafting reduces this effect.
Liu <i>et al.</i> (2024)	Examine the dual-path impact of customer feedback on job crafting, moderated by error management climate.	Three-wave study with a four-week time	382 tourism and hospitality employees in China	Negative feedback drives job crafting via cognitive and affective paths shaped by error management climate.

lag between each phase					
Lu <i>et al.</i> (2022)	Investigate customer mistreatment impacts on job crafting.	Diary study	83 hospitality workers in China		Mistreatment drives avoidance and approach crafting, moderated by organisational identification.
Lu <i>et al.</i> (2022)	Examine customer mistreatment's impact on employee performance, moderated by job crafting.	Diary study	83 workers in Lanzhou, China		Customer mistreatment harms performance via P-J (person-job) fit; job crafting moderates this effect.
Luu (2021a)	Examine how socially responsible HR (SRHR) practices, moderated by authentic leadership, affect job crafting.	Three-wave survey	825 employees and 128 managers from 34 hotels in Vietnam		SRHR practices enhance job crafting and affect work meaningfulness and job strain, with moderation by authentic leadership.
Luu (2021b)	Examine the relationship between leader humility and knowledge sharing among hospitality employees, mediated by job crafting.	Cross-lagged	674 employees and 87 managers from Vietnamese hotels		Leader humility boosts knowledge sharing through job crafting, with job resources and challenges as key mediators.

Ok and Lim (2022)	Examine the relationship between job crafting and innovative and extra-role behaviors via fit perceptions and work engagement.	Cross-lagged	288 employees in hospitality in the United States of America and Europe	Job crafting enhances innovative and extra-role behaviors through improved fit perceptions and increased work engagement.
Saleem <i>et al.</i> (2023)	Explore proactive personality's role in job crafting and performance.	Cross-lagged	252 employees in 42 teams, Pakistani hospitality	Proactive personality boosts job crafting and task performance, with individual crafting directly enhancing performance.
Song <i>et al.</i> (2022)	Assess the relationship between employee-robot collaboration and job crafting.	Cross-lagged	407 hotel employees in China	Collaboration drives job crafting, shaped by perceived risk and playfulness.
Srivastava and Pathak (2019)	Explore the relationship between job crafting and organizational citizenship behavior (OCB), with mindfulness and trust as moderators.	Cross-lagged	246 employees in Delhi-NCR, India	Job crafting boosts OCB; mindfulness and trust enhance this effect.
Tan <i>et al.</i> (2024)	Investigate AI's effect on hospitality employees' competitive productivity via job crafting.	Cross-lagged	235 hospitality employees	AI enhances individual competitiveness and productivity through job crafting, moderated by meaningful work.

Teng (2019)	Explore the relationship between job crafting and customer service behaviors via job passion.	Cross-sectional	518 hotel employees in Taiwan	Job crafting enhances customer service behaviors through increased job passion, particularly harmonious passion.
Teng (2023)	Explore the relationship between job and leisure crafting and well-being.	Cross-sectional	675 employees in Taiwan's hospitality sector	Crafting reduces work-leisure conflict and boosts well-being through increased facilitation.
Tian <i>et al.</i> (2022)	Assess job complexity's impact on job crafting, mediated by energy depletion and moderated by empowerment.	Three-wave survey	396 hotel employees in Macau	Job complexity increases energy depletion, hindering job crafting; empowerment mitigates this effect.
Xiao <i>et al.</i> (2022)	From an attributional perspective, investigate the effects of supervisor ostracism on FLEs' job crafting and performance.	Cross-lagged	406 frontline employees and 79 supervisors in China	Supervisor ostracism leads to job crafting and performance changes through internal and relational attributions.
Yang <i>et al.</i> (2022)	Assess impacts of job crafting and resilience on emotional labour via service orientation.	Longitudinal	300 customer-contact employees in China	Job crafting and resilience boost emotional labour through enhanced service orientation.

Zhao <i>et al.</i> (2023)	Assess the relationship between supervisor job crafting and subordinate outcomes.	Cross-lagged	67 supervisors, and 201 subordinates in China	Supervisor job crafting boosts subordinate engagement and performance via relational mechanisms.
------------------------------	---	--------------	---	--

Table 1. Summary of primary studies information