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Job Crafting and Employees' Job Satisfaction during COVID-19 Pandemic

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Abstract

The COVID-19 pandemic has had a detrimental effect on the restaurant industry, and job crafting has emerged as a crucial strategy for employees to cope with these challenging times. This research examines the impact of job crafting on the job satisfaction of restaurant employees amid the pandemic. Based on the feedback from 298 restaurant employees, the proposed model reveals that six out of nine direct paths tested were positively significant, while three direct paths were negative. These findings contribute to the existing literature on job crafting by quantifying the correlation between job crafting and person-organization support in the foodservice industry setting during the pandemic. The practical implications of this study are particularly relevant for restaurant managers.

Keywords: Job crafting, COVID-19 Pandemic, Restaurant industry, Perceived organizational support, Person-Organization Fit, Job satisfaction

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Introduction

The foodservice industry is one of the significant contributors to the United States America (USA) economy. Ten percent of the overall USA employment was in the foodservice industry (National Restaurant Association [NRA], 2019). However, excessive workloads and long working hours contribute to high foodservice turnover. In addition, as the COVID-19 pandemic hit the world, the impact on foodservice industry is tremendous at all levels (Alonso et al., 2020). During the COVID-19 pandemic, many employees were affected, and job losses increased. Therefore, the remaining employees may redesign their work tasks, alter their job characteristics, and negotiate their job descriptions to adapt to the current situation.

Previous research, however, indicated that job design is the employees' preliminary steps to suggest adjustments to their tasks and relational boundaries at work, and the concept of job crafting captures such changes. Job crafting enables employees' proactive behavior to reshape their job roles within certain boundaries to enrich the significance of their work (Berg et al., 2013).

Kulik et al. (1987) developed job crafting in 1987, and the notion of job crafting was coined by Wrzesniewski and Dutton (2001). Based on Kulik et al. (1987), the job crafting concept allows employees to redesign their tasks without considering their upper management involvement. Job crafting is not a one-time event but a constant procedure usually affected by workers' career paths (Fried et al., 2007). Hence, job crafting is pivotal in creating employee satisfaction (Bakker et al., 2012). Nevertheless, little is known about employees' job crafting in the hospitality industry, and no known studies examine the influence of job crafting in the foodservice business (Chen et al., 2016; Cheng & Yang, 2018; Kim et al., 2018). Therefore, this study aims to measure the influence of foodservice employees' job crafting on job satisfaction during the COVID-19 pandemic. The objectives of this study are as follows:

- (a) To understand to what extent perceived organizational support impacts job crafting,
- (b) To examine the influence of job crafting on person-organization fit and
- (c) To measure the impact of person-organization fit on job satisfaction.

This study's findings will be beneficial for foodservice operators and employees in the foodservice industry and for scholars to better understand employees' job crafting process.

Literature Review and Hypotheses Development

Job Crafting

Job crafting is a process of employees redefining their jobs to suit their skills and goals (Tims et al., 2013). In job crafting, employees proactively modify their roles to add meaning to their work by looking for colleagues' support, supervisors' feedback, and training and development opportunities (Knight et al., 2021). A more recent study found that job crafting could influence employees' innovative and extra-role behavior, which can increase their willingness to go above and beyond for their companies (Ok & Lim, 2022). Meanwhile, Teng (2023) found that job crafting impacted the well-being of restaurant employees in Taiwan. This study covers the four forms of job crafting: task crafting, relational crafting, cognitive crafting, and collaborative crafting (Berg et al., 2013; Cheng & Yang, 2018). Task crafting requires employees to adjust the duties specified by a job description to make the job more enjoyable, better match their skills, and enhance their work (Leana et al., 2009). It involves combining or dropping tasks and altering the attention and time spent on tasks (Berg et al., 2013).

Meanwhile, relational crafting includes changing when, how, or with whom employees interact in executing their jobs (Berg et al., 2013). Developing relationships with others at the workplace creates more supportive interactions and fulfills employees' sense of belonging (Vogel et al., 2016). Cognitive crafting means modifying an employee's perception and interpretation of the job tasks and relationships to improve the meaning of work (Buonocore et al., 2020). Lastly, collaborative crafting occurs when employees alter the task boundaries to accomplish shared work goals (Cheng & Yang, 2018; Sleem et al., 2023).

Perceived Organization Support

Perceived organizational support refers to the extent to which employees feel supported by their workplace in valuing their role and well-being (Stamper & Johlke, 2003), resulting in

employees' positive emotions and attachment to their workplace (Okun & Lockwood, 2003). According to the conservation of resources theory, every employee needs social support to broaden their resources beyond the limited resources area (Hobfoll et al., 1989). It could be said that perceived organizational support may empower employees' crafting behavior to gain more resources in their workplace, thus increasing their job-crafting behaviors. Based on the literature mentioned above, the following hypotheses were formulated:

H1a-d: Perceived organization support positively influences employees' (a) cognitive crafting, (b) task crafting, (c) relational crafting, and (d) collaborative crafting.

Person-Organization Fit

Person-organization fit is the rapport between individuals and organizations. It happens when they share comparable essential characteristics, and one entity can provide what the other needs (Kristof, 1996). Previous studies have examined person-organization fit in several measurements, for example, personality-climate fit (Christiansen et al., 1997) and value congruence (Chen et al., 2016). Employees apply values to evaluate their jobs and decide their contribution to organizational activities, while organizations apply values to develop rules for work behavior (Kim et al., 2018). Person-organization-fit is a significant factor in maintaining a committed workforce, building organizational identifications, and increasing job satisfaction (Chen et al., 2016). In addition, the social identity theory supports the positive relationships between the four kinds of job crafting and person-organization fit (Ashforth & Mael, 1989). Employees are more likely to build solid organizational identifications when they perceive their work as more favorable and distinctive (Ashforth & Mael, 1989). For that reason, the following hypotheses were formulated:

H2a-d: (a) Employees' cognitive crafting, (b) task crafting, (c) relational crafting, and (d) collaborative crafting positively influence person-organization fit.

Job Satisfaction

Job satisfaction is the employees' general emotional perceptions of how a job meets their needs. Prior studies have found that job crafting positively influences employees' satisfaction and motivation to fulfill their psychological states, which results in competitive advantage, sustainability, and positive work outcomes (Leana et al., 2009; Tims et al., 2013). Employees with a promotion focus are more likely to alter their job content to achieve more job satisfaction. Thus, individuals with a promotion focus tend to be more personally satisfied with job crafting (Peng, 2018).

In addition, the correlation between the person-organization fit and job satisfaction is evident through the attraction-selection-attrition model (Schneider, 1987). Based on this model, individuals are more likely to work in an organization where their values and interests match. Organizations tend to select individuals with similar values because they are more likely to stay longer. Hence, those who decide to stay in the organization are more likely to be like one another, resulting in the organization's homogeneity (Schneider, 2001). When employees are more similar to the organization, they tend to show a more favorable work attitude (Arthur et al., 2006). Chen et al. (2016) found a correlation between person-organization fit and job satisfaction, indicating a positive relationship. As a result of reviewing the literature, the following hypothesis was formulated based on this research:

H3: Person-organization fit positively influences job satisfaction.

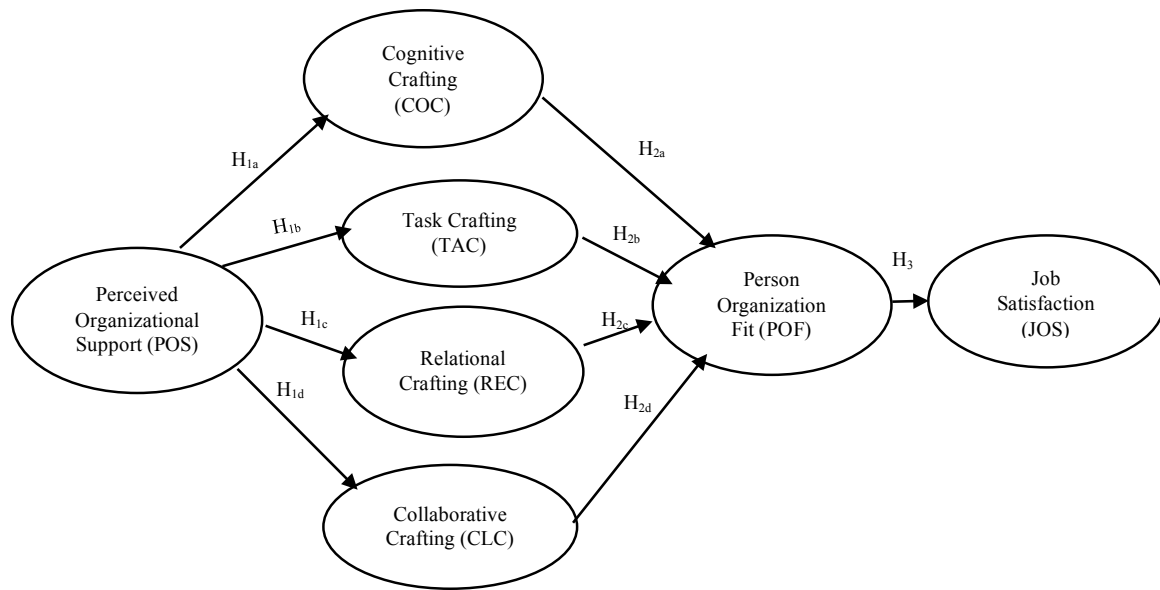


Figure 1: Research model.

Methodology

Research Instrument

This research aims to explore the impact of job crafting on job satisfaction among foodservice employees amidst the COVID-19 pandemic. Figure 1 illustrates the proposed connections between the relevant variables. To measure the restaurant-related variables in our study, we utilized an online survey questionnaire that draws from previously published research. The questionnaire comprises nine sections: (1) screening and background information, (2) perceived organizational support (POS), (3) cognitive crafting (COC), (4) task crafting (TAC), (5) relational crafting (REC), (6) collaborative crafting (CLC), (7) person-organization fit (POF), (8) job satisfaction (JOS), and (9) demographics. In the screening section, respondents were asked if they had worked at a quick-service restaurant (QSR) during the COVID-19 pandemic; hence, respondents who had not worked at QSR during the pandemic were excluded. In addition, some definitions, average checks per person, and examples were presented in the survey to increase accuracy in the classification of QSR. Then, respondents were asked to answer questions about the QSR company that they had worked at during the COVID-19 pandemic.

The following section assessed respondents' perceived organizational support with four items adapted from previous studies (i.e., Leana et al., 2009; Slemp & Vella-Brodrick, 2013)—sections 3 to 6 measured respondents' collaborative, task, relational, and cognitive crafting. Collaborative crafting was measured using two items from Leana et al. (2009). In contrast, task crafting (seven items), cognitive crafting (three items), and relational crafting (three items) were adapted from Slemp and Vella-Brodrick (2013). Person-organization fit was measured to see if respondents' values matched their organization values using three items adapted from Cable and DeRue (2002). The study measured job satisfaction as the dependent variable using six items adapted from previous research

conducted by Johlke and Duhan (2000) and Way et al. (2010). The measurement was done using a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree) to evaluate the constructs. Additionally, demographic questions such as gender, age, ethnic background, education, and household income were asked. Table 1 tabulates the mean scores and standard deviations for all the constructs.

Table 1. Means (M) and standard deviations (S.D.) for the variables used in the analysis.

Variables		M	SD
Perceived Organization Support (POS)			
POS1	My restaurant company cares about my opinions.	4.47	2.00
POS2	My restaurant company cares about my well-being.	4.56	1.85
POS3	My restaurant company strongly considers my goals and values.	4.52	1.90
POS4	My restaurant company would forgive an honest mistake on my part.	4.72	1.79
Cognitive Crafting (COC)			
COC1	Work together with your coworkers to introduce new approaches to improve your work in the job.	4.74	1.83
COC2	Decide together with your coworkers to change how you do your job to make it easier for yourself.	4.61	1.76
Task Crafting (TAC)			
TAC1	I adjust the scope or types of tasks that I achieve at work.	4.44	1.94
TAC2	I introduce new work tasks that better fit my skills or interests.	4.31	1.89
TAC3	I give preference to working tasks that suit my skills or interests.	4.45	1.85
TAC4	Introduce new approaches on your own to improve your work in the job.	4.56	1.82
TAC5	Change minor work procedures that you think are not productive on your own.	4.34	1.84
TAC6	On your own, change the Way you do your job to make it easier for yourself.	4.51	1.85
TAC7	Rearrange equipment in the restaurant on your own.	4.04	1.94
Relational Crafting (REC)			
REC1	I make an effort to get to know people well at work.	4.86	1.85
REC2	I attend work-related social functions to interact with people at work.	4.50	1.89
REC3	I make friends with people at work.	4.97	1.76
Collaborative Crafting (CLC)			
CLC1	I think about how my job gives my life purpose.	4.41	2.05
CLC2	I think about the role of my job on my overall well-being.	4.77	1.86
CLC3	I think about how my work positively impacts my life.	4.72	1.85
Person-Organization Fit (POF)			
POF1	My organization's values provide a good fit for what I value in life.	4.66	1.81
POF2	I value things in life that are very similar to my organization's values.	4.48	1.80
POF3	My personal values match my organization's values.	4.46	1.87
Job Satisfaction (JOS)			
JOS1	All in all, I am satisfied with my job.	4.66	1.89
JOS2	In general, I like working here.	4.62	1.17
JOS3	I am satisfied with my current job.	4.54	1.85
JOS4	In my job, I feel that I am doing something worthwhile	4.47	1.91
JOS5	I feel that my job is fascinating.	4.53	1.89
JOS6	I feel that my job is satisfying.	4.51	1.83

To ensure content and face validity, two faculty members who are academic professionals in foodservice management with expertise in the restaurant industry reviewed the measurement items before finalizing the online questionnaire. A pilot study was performed to ensure the reliability of each construct. A survey was distributed via the Amazon Mechanical Turk (MTurk) online platform to 60 randomly selected online panel members in the United States. The reliability of the construct measurements was well above the suggested cut-off of 0.70, indicating internal consistency (Nunnally, 1978).

Sampling and Data Collection

Data were collected from United States restaurant employees working during the COVID-19 pandemic. The data were collected through an online platform - AmazonTurk, between August 15th, 2020, and August 23rd, 2020. Each respondent received 60 cents after completing the survey. After conducting a data cleaning process, a total of 298 out of 350 useable surveys were included in the data analysis.

Data Analysis

This study utilized software tools, namely SPSS version 25.0 and AMOS 21.0. SPSS version 25.0 furnished descriptive statistics such as frequencies, percentages, mean scores, and standard deviations. Meanwhile, Pearson correlation analysis was used to assess the relationships between the variables of interest. On the other hand, the researchers employed AMOS version 21.0 to conduct a two-step structural equation modeling, utilizing the maximum likelihood for a more comprehensive analysis. This approach involved confirmatory factor analysis to validate the measurement model and structural equation modeling to test the proposed research model.

Sample Characteristics

Slightly more males (58.7%) participated in this study than females (41.3%). Most respondents were between 25 and 34 years old (51%). About 70% of the respondents are Caucasian/White, and more than 90% of the respondents have completed their tertiary education (92.5%). Many respondents had a household income between \$20,000 to \$60,000 yearly (n=194, 65.1%).

Results

Measurement Model

In order to evaluate the measurement model, the researchers conducted a confirmatory factor analysis. They assessed the validity of the overall model by examining goodness-of-fit, reliability, and constructs. By evaluating various fit indices, the team found that the model fit reasonably well to the data. Specifically, the chi-square value was 1141.128 with 387 degrees of freedom and a significance level of < 0.001 . The chi-square to degrees of freedom ratio was 2.949, and the goodness-of-fit index (GFI) was 0.790. Additionally, the comparative fit index (CFI) was 0.935, and the root mean square error of approximation (RMSEA) was 0.081. Each item's factor loading was statistically significant at $p < 0.001$, with standardized factor loading ranging from 0.737 to 0.999. The revised model showed a better fit to the data, as evidenced by $\chi^2 = 915.149$, $df = 325$, and $p < 0.001$. The ratio of χ^2/df was 2.816, while GFI and CFI were 0.807 and 0.944, respectively. Then, we examined the measurement model to evaluate whether the measurement items accurately reflected the intended latent construct, as per Hair et al. (2006).

The item reliability was assessed by examining the standardized factor loading and composite reliability values. Based on the analysis, the values ranged between 0.785 and 0.975, which is considered reliable, as per Hair et al. (2006). The composite reliability was calculated, and all the values ranged between 0.860 and 0.968, or above an acceptable level of 0.70 (Hair et al., 2006). Additionally, the constructs' validity was evaluated in convergent and discriminant validity. Convergent validity is used to see whether the set of items under a specific construct shares a high proportion of variance; meanwhile, discriminant validity examines whether each construct differs from the others. The

average variance extracted (AVE) was utilized to evaluate convergent validity, and the values exceeded 0.5, indicating an acceptable level. Table 3 presents reliability and convergent validity indicators. As demonstrated in Table 4, all square roots of AVE surpassed inter-factor correlations, signifying their correlation with other variables and thus supporting discriminant validity. In conclusion, both construct validity and reliability were deemed satisfactory.

Table 3 Result of confirmatory factor analysis for the measurement model.

Variables	Standardized loading	SMC	CR	AVE	Convergent Validity
Perceived Organization Support			0.946	0.868	Established
POS1	0.970	0.940			
POS2	0.922	0.850			
POS3	0.891	0.809			
POS4	0.811	0.658			
Task Crafting			0.922	0.625	Established
TAC1	0.747	0.557			
TAC2	0.861	0.740			
TAC3	0.798	0.637			
TAC4	0.828	0.685			
TAC5	0.828	0.554			
TAC6	0.825	0.680			
TAC7	0.737	0.543			
Collaborative Crafting			0.884	0.720	Established
CLC1	0.853	0.727			
CLC2	0.820	0.672			
CLC3	0.867	0.751			
Cognitive Crafting			0.860	0.616	Established
COC1	0.870	0.757			
COC2	0.866	0.751			
Relational Crafting			0.888	0.705	Established
REC1	0.865	0.749			
REC2	0.817	0.667			
REC3	0.874	0.764			
Person-Organization Fit			0.960	0.914	Established
POF1	0.999	0.999			
POF2	0.930	0.864			
POF3	0.899	0.809			
Job Satisfaction			0.969	0.833	Established
JOS1	0.999	0.999			
JOS2	0.901	0.811			
JOS3	0.897	0.805			
JOS4	0.902	0.814			
JOS5	0.903	0.816			
JOS6	0.891	0.794			

Note: Goodness of fit statistics - Chi-square=915.149, df =325, Normed Chi-square=2.816, CFI=.944, TLI=.934, RMSEA=.078. All item standardized factor loadings are significant at $p < 0.001$; SMC = squared multiple correlation coefficient; CR = construct reliability; AVE = average variance extracted

Table 4 Construct correlation matrix and discriminant validity.

Constructs	Factor correlation	Correlation squared	AVE ₁ - AVE ₂ (AVEs should be > r ²)
TAC <--> COC	0.773	0.598	0.625 – 0.616*
TAC <--> JOS	0.618	0.381	0.625 – 0.833*
TAC <--> POS	0.652	0.425	0.625 – 0.868*
TAC <--> POF	0.615	0.378	0.625 – 0.914*
TC <--> REC	0.670	0.449	0.625 – 0.705*
TAC <--> CLC	0.694	0.482	0.625 – 0.720*
POS <--> COC	0.748	0.560	0.868 – 0.616*
POS <--> JOS	0.816	0.666	0.868 – 0.833*
POS <--> POF	0.870	0.757	0.868 – 0.914*
CLC <--> POS	0.779	0.607	0.720 – 0.868*
CLC <--> RC	0.792	0.627	0.720 – 0.705*
CLC <--> POF	0.737	0.543	0.720 – 0.914*
CLC <--> JOS	0.742	0.551	0.720 – 0.616*
CLC <--> COC	0.741	0.549	0.720 – 0.616*
REC <--> POF	0.766	0.587	0.705 – 0.914*
REC <--> JOS	0.744	0.554	0.705 – 0.833*
REC <--> POS	0.823	0.677	0.705 – 0.868*
REC <--> COC	0.745	0.555	0.705 – 0.616*
POF <--> JOS	0.809	0.654	0.914 – 0.833*
POF <--> COC	0.693	0.480	0.914 – 0.616*
JOS <--> COC	0.629	0.396	0.833 – 0.616*

Note: (*) means discriminant validity is established

Hypothesis Testing: Direct Effects

The structural model was validated using structural equation modeling with the maximum likelihood estimation method. The theoretical model presented acceptable fit to the data ($\chi^2 = 191.614$, $df = 103$, $p < 0.001$, $\chi^2/df = 1.860$, GFI = 0.930, RMR = 0.108, CFI = 0.980, RMSEA = 0.054). The estimate of the structural path showed the basis for hypothesis testing. Figure 2 summarizes the results for all the direct hypotheses tested, which were significant based on the findings of the structural analysis, it has been confirmed that POS has a positive impact on REC ($\beta = 0.847$, $p < 0.001$), COC ($\beta = 0.820$, $p < 0.001$), TAC ($\beta = 0.690$, $p < 0.001$), and CLC ($\beta = 0.775$, $p < 0.001$). Additionally, the findings indicate REC positively influences POF ($\beta = 1.721$, $p < 0.001$). However, COC negatively influence POF ($\beta = -0.273$, $p < 0.001$), TAC negatively influences POF ($\beta = -0.159$, $p < 0.001$), CLC negatively influence POF ($\beta = -0.273$, $p < 0.001$). Lastly, POF positively and significantly influences JOS ($\beta = 0.920$, $p < 0.001$). Accordingly, the hypothesis tests' results thus support hypotheses H1a, H1b, H1c, H1d, H2c, and H3.

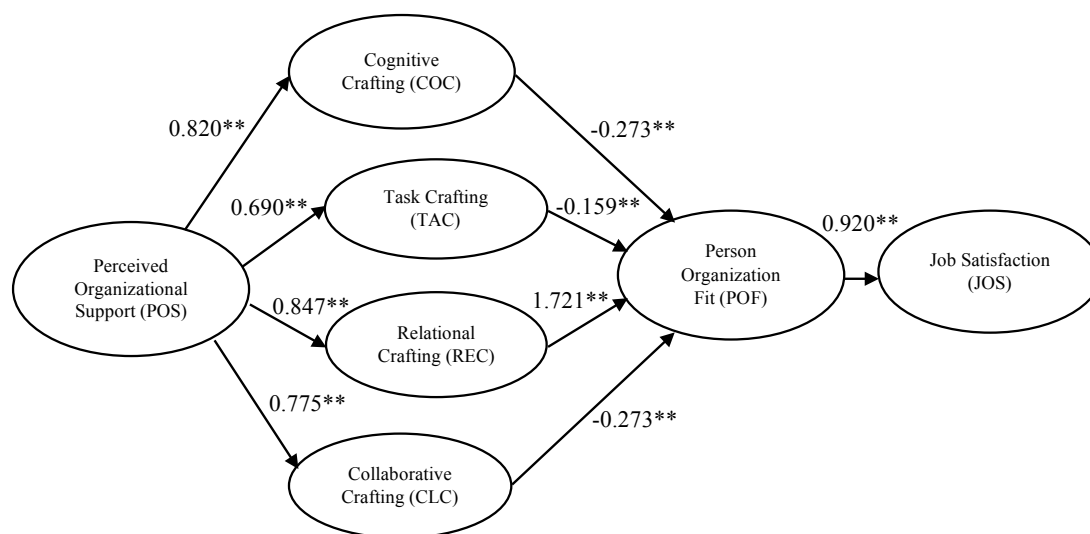


Figure 2: Results of the structural model

Discussions and Conclusions

This study measured the influence of restaurant employees' job crafting on their job satisfaction during the COVID-19 pandemic. The analyse supported 6 out of 9 proposed hypotheses. Specifically, perceived organizational support positively influenced each type of job crafting, such as cognitive crafting, task crafting, relational crafting, and collaborative crafting. In addition, relational crafting positively influenced person-organizational fit, and person-organizational fit positively influenced job satisfaction.

Regarding perceived organizational support, the present study found the impact of perceived organizational support to be a crucial factor in encouraging restaurant employees' cognitive, relational, collaborative, and task-crafting behaviors at work. The conservation of resources theory (Hobfoll, 1989) is the foundation for understanding the influence of person-organization support on job crafting. The conservation of resources theory considers person-organization support as a job resource that motivates employees to attain more resources and proactive behavior in the workplace (Caesens et al., 2016). Our empirical findings revealed that perceived organization support is more significant in relational, cognitive, and collaborative crafting than task crafting. It indicates that employees exploit their perceived support from their organization more for changing interpersonal relationships with others than crafting their tasks.

This study also showed that employees' relational crafting positively influenced their person-organization fit with their company during the COVID-19 pandemic. It is consistent with the social identity theory (Ashforth & Mael, 1989). This finding is also consistent with prior research that found a significant relationship between socialization tactics at the workplace and employees' perception of fit among themselves and the company (Kim et al., 2005). In short, employees tend to initiate changes in their relationships with others by engaging in relational crafting, particularly during the lockdowns and many other restrictions during the COVID-19 pandemic. This can lead to better value congruence with the company.

Surprisingly, employees' cognitive, task, and collaborative crafting negatively influenced their person-organization fit with their company during the COVID-19 pandemic. In other words, modifying the task boundaries, crafting the task, and altering

the meaning of jobs may negatively influence employees' perceptions of their workplace, particularly during the COVID-19 pandemic. This study contradicts previous studies before the COVID-19 pandemic (Lu et al., 2014; Tims et al., 2016). The unusual connections observed in this study may be linked to the impact of the COVID-19 pandemic and the age group of the participants. More than half of the respondents who participated in the research were 35 years or younger (Kooij et al., 2017).

This study revealed that restaurant employees' cognitive crafting negatively influences person-organization fit. This result could happen when the restaurant workers have a low propensity to trust each other. Previous research also found that low trust propensity is directly related to interpersonal negativity, making it difficult for coworkers to perceive job crafting as behavior that indicates concern for them (e.g., Ferguson & Peterson, 2015). Hu et al. (2021) found that sharing information about opportunities for promotion within the company can influence how employees view their jobs. According to the study, employees are likelier to perceive their jobs differently when their company shares such information. As a result, employees will perceive an unsatisfactory job as a stepping stone to future opportunities and remain in their company instead of quitting when a better job comes.

The results of the current study indicated that task crafting negatively influences person-organization fit. This finding is because individuals experiencing job burnout will be more likely to be absent from their workplace or disengage in their work environment (Kang et al., 2021). This result also means coworkers experiencing negative affective work-related well-being will be unlikely to engage in proactive behaviors that need investing effort to change the job.

Although job crafting means everyday actions that benefit the job crafter by adjusting one's work (Bruning & Campion, 2018), several studies have argued that coworkers' craft may be influenced by behavioral modeling (Demerouti & Peeters, 2018). Furthermore, scholars have described instances in which individual job crafting impacts others (e.g., Tims et al., 2015). The findings of our study indicate that collaborative crafting negatively influences person-organization fit. This finding happens when restaurant workgroups have different values that do not match their organizational values and cannot work collaboratively to craft their job. Also, this result could happen when the workgroup does not share comparable essential characteristics that can provide what the others need. As a result, there would be no rapport between employees and their workplace.

Implications

Theoretical Implication

In times of crisis, such as the COVID-19 pandemic, it is crucial to consider the potential impact of job crafting on employees' job satisfaction. The results of this study are particularly relevant in uncertain times and have implications not only for the restaurant industry but for other countries and industries as well. It would be wise to take this information into account. This study contributes to the theory of job crafting in four ways. First, the current study contributes to expanding job crafting literature by quantifying the relationship between person-organization support and job crafting within the context of the foodservice industry during the COVID-19 pandemic. The results of this study proved the significant positive impact of perceived organizational support on cognitive, collaborative, task, and relational crafting in the workplace. Second, this study contributes to the job crafting literature by including four types of job crafting: cognitive, relational,

collaborative, and task crafting. Most research considered job crafting a unidimensional concept (Cheng & Yang, 2018). This adds a limited understanding to the job crafting literature about how employees can craft their job boundaries to meet their needs. Third, this research paper contributes to the job crafting theory by examining the influence of the four types of job crafting on person-organization fit based on the social identity theory.

Finally, the present study further broadens job crafting theory by exploring a direct relationship between perceived organizational support, job crafting, person-organization fit, and job satisfaction by emphasizing a crucial contingent factor of collaborative crafting in such a relationship. This study showed that relational crafting enhances an employee's identification with the company, while cognitive crafting, task crafting, and collaborative crafting do not. The present research also revealed that every type of job crafting influenced person-organization fit and organizational-level outcomes.

Practical Implications

The present study provides sound, practical implications for restaurant managers during crises. Given our findings, job crafting positively influences employees' job satisfaction. This means employees with higher levels of job crafting practice have more significant levels of job satisfaction. Thus, restaurant managers should look for ways to encourage job-crafting behavior in the workplace. Based on the findings of this study, perceived organizational support generates employees' job-crafting behaviors at work. Therefore, restaurant managers must communicate with their employees about how much the organization cares about their needs and values. Employees perceive positive support from their restaurant company when they receive benefits that meet their needs. For example, restaurant managers should share stories about employees who received beneficial support during the COVID-19 pandemic. This can generate positive employee assessments of their workplace.

Furthermore, restaurant managers need to identify potential barriers to altering the boundaries of the employees' relationships at their workplace, cognition of their jobs, and changing their tasks. Isolated work environments do not allow for relational crafting despite employees' attempts to alter the task. Hence, restaurant managers should encourage employees to get to know people by organizing work-related social functions. This will help employees have more chances to craft their jobs' collaborative, task, and cognitive boundaries. When employees craft relationships with others at the workplace, this creates more supportive interactions and fulfills employees' sense of belonging.

Limitations and Future Research Directions

The current study has limitations that suggest opportunities for future research. Firstly, the data collection was limited to the United States, and convenience sampling was used. Therefore, the findings of the research should be generalized with caution. Further research across different countries and cultures will help in validating the findings. Secondly, the study only focused on job crafting in the QSR industry. Hence, future research should investigate the relationship between perceived organizational support, job crafting, and job satisfaction in other types of foodservice, such as casual dining restaurants and cafeterias. Additionally, using different sampling methods, such as randomized sampling, can help strengthen the findings.

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