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Job crafting and employee behavioral outcomes in the hotel industry: the roles of perceived fit and work engagement

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Abstract: This study examines how job crafting is associated with employee behavior through perceived fit and work engagement among employees of four- and five-star hotels on Jeju Island, South Korea. Data were collected using a paper-based survey. A total of 400 valid responses were analyzed using reliability testing, exploratory factor analysis, correlation analysis, multiple regression analysis, and serial mediation analysis with bootstrap confidence intervals. The four dimensions of job crafting showed distinct associations with person-organization fit, needs-supplies fit, and demands-abilities fit. Decreasing hindering job demands and increasing structural job resources were positively associated with all three dimensions of perceived fit. Increasing social job resources was positively associated with person-organization fit and needs-supplies fit but negatively associated with demands-abilities fit. This pattern suggests that seeking feedback and support may heighten awareness of competency gaps. Increasing challenging job demands was positively associated with needs-supplies fit and demands-abilities fit but showed a weak negative association with person-organization fit. All three dimensions of perceived fit were positively associated with work engagement; needs-supplies fit showed the strongest association. Work engagement was strongly associated with innovative behavior and positively associated with extra-role behavior. The serial mediation analysis showed that 18 of the 24 indirect associations were statistically significant. Overall, job crafting was not uniformly associated with positive outcomes; its associations varied across the specific dimensions of job crafting and perceived fit. This study clarifies the psychological processes linking employees' self-initiated job changes to desirable workplace behavior. It also provides practical guidance for developing supportive, development-oriented, and autonomy-enhancing human resource practices.

Keywords: job crafting; perceived-fit; work engagement; innovative behavior; extra-role behavior

1. Introduction

Employees' voluntary and proactive work behaviors have increasingly been recognized as a critical source of organizational competitiveness in the service industry in recent years. This is particularly relevant to the hotel industry, a labor-intensive sector in which direct interactions between employees and customers largely determine the quality of the service experience. Owing to such structural characteristics as high levels of emotional labor, hierarchical organizational cultures, and strict service standardization requirements, hotel employees continue to experience relatively high levels of job burnout and turnover (Zhang et al., 2023). In this context, employees' proactive involvement in their work is directly associated with organizational performance, thereby increasing scholarly and managerial interest in the voluntary behavioral

mechanisms through which employees redesign and optimize their own work environments (Güçlü Nergiz and Unsal-Akbiyik, 2024). Jeju Island, South Korea's leading tourist destination, has witnessed a sustained increase in demand for four- and five-star hotel accommodations. According to the 2023 Visitor Survey, the proportion of domestic tourists using hotels and resorts increased from 66.8% in 2020 to 77.4% in 2023 (Jeju Tourism Organization, 2023). Accordingly, the role of hotel employees in consistently delivering high-quality service has become more important than ever.

Job crafting refers to proactive behavior through which employees voluntarily alter the task, relational, or cognitive boundaries of their jobs (Wrzesniewski and Dutton, 2001). Employees' engagement in job crafting can serve as a foundation for perceived fit, as modifying the work environment in accordance with their abilities and needs may enhance the fit between the individual and the environment (Ok and Lim, 2022; Guo and Hou, 2022). Perceived fit refers to employees' subjective assessment of the degree of compatibility between themselves and their job or organizational environment (Cable and DeRue, 2002). Meanwhile, organizations have continuously sought effective management strategies that foster employee motivation and commitment to improve organizational performance (Hai and Park, 2024). For organizations to move toward their intended goals, it is essential that employees feel dedicated to and deeply involved in their work (Imran et al., 2020). Innovative behavior is also an important driver of sustained organizational performance (Soliman et al., 2024). It refers to employees' generation and implementation of new ideas during the process of performing their work (Anderson et al., 2014). In addition, extra-role behavior, which employees voluntarily perform beyond the formal requirements specified in their job descriptions, contributes to the development of a cooperative work environment and enhances organizational productivity (Blader and Tyler, 2009). Recent studies on job crafting have examined its relationships with work engagement (Kristiana et al., 2024), job performance (Güçlü Nergiz and Unsal-Akbiyik, 2024), innovative behavior (Kaur and Rahmadani, 2023; Soliman et al., 2024), and person-job fit (Guo and Hou, 2022). However, the existing literature has been disproportionately concentrated in Western cultural contexts and specific regions such as China (Sakuraya et al., 2017). Consequently, empirical research remains limited in the Korean hospitality industry regarding the relationships between job crafting and perceived fit, between perceived fit and work engagement, and between work engagement and employee behavior. Although the strategic importance of job crafting has been emphasized because hotel employees can create service value and contribute to sustainable organizational performance by proactively expanding their roles or adjusting their work environments (Ok and Lim, 2022), there remains insufficient understanding of the psychological mechanisms linking employees' voluntary job redesign to innovative behavior and extra-role behavior. Therefore, this study aims to examine the associations between the four dimensions of job crafting and perceived fit, the associations between perceived fit and work engagement, and the associations between work engagement and innovative behavior and extra-role behavior among employees of four- and five-star hotels on Jeju Island.

The findings are expected to provide hotel managers with specific human resource management practices for encouraging employee job crafting and strengthening perceived fit and work engagement, thereby promoting innovative service behavior and voluntary cooperative behavior. Furthermore, job crafting is expected to foster a proactive workforce capable of optimizing its own work environment, enhance the service competitiveness of hotels, and ultimately contribute to the sustainable development of the hospitality industry on Jeju Island.

2. Literature review and theoretical hypotheses

2.1. Job crafting

Job crafting was first introduced by Wrzesniewski and Dutton (2001), who defined it as the physical and cognitive changes individuals make in the task and relational boundaries of their jobs. Rather than passively performing duties assigned by the organization, employees proactively reshape their jobs to align them with their strengths and needs, thereby creating work experiences that are more meaningful and satisfying. Building on the job demands-resources (JD-R) model, Tims, Bakker, and Derks (2012) defined job crafting as a self-initiated and proactive behavior through which employees modify their job demands and job resources in accordance with their abilities, needs, and interests. They conceptualized job crafting as comprising four dimensions, namely ‘increasing structural job resources’, ‘decreasing hindering job demands’, ‘increasing social job resources’, and ‘increasing challenging job demands’. Increasing structural job resources refers to enhancing such resources as job autonomy, task variety, opportunities for advancement, and opportunities for learning and personal growth. This form of job crafting is motivated by employees’ desire to strengthen the skills and competencies required to perform their jobs and to fully utilize their capabilities (Tims et al., 2012). Decreasing hindering job demands refers to reducing aspects of work that impede personal growth, including stress, excessive workloads, role conflict, and emotional labor (Tims et al., 2012). By minimizing such demands, employees may reduce the physical and psychological strain associated with their work. Increasing social job resources involves obtaining additional resources related to social relationships at work, such as feedback from supervisors and colleagues and social support. Through proactive communication and collaboration, employees can acquire the information required to perform their jobs and gain a greater sense of emotional security (Salanova et al., 2005). Finally, increasing challenging job demands refers to seeking work-related challenges that contribute to the development of employees’ abilities and personal growth. Examples include undertaking new projects, engaging in creative problem-solving, and proposing ideas for service improvement (Petrrou et al., 2012). Such challenges can provide employees with a sense of accomplishment, help them find greater meaning in their work, enhance work engagement, and ultimately promote innovative behavior (Bakker et al., 2014).

2.2. Perceived fit

Person-environment fit refers to the degree of compatibility between an individual’s characteristics and those of the job or organizational environment and represents one of the key theoretical frameworks for explaining employee attitudes and behaviors (Kristof-Brown et al., 2005). Perceived fit, in particular, refers to the degree of fit subjectively experienced by individuals. Its importance lies in the fact that employees’ perceptions of compatibility exert a more direct influence on job-related attitudes and behaviors than the objective conditions provided by the organization (Cable and DeRue, 2002). Cable and DeRue (2002) conceptualized perceived fit as comprising three dimensions, namely person-organization fit, needs-supplies fit, and demands-abilities fit. Person-organization fit refers to the perceived congruence between an employee’s values and the values and culture of the organization. Needs-supplies fit refers to an employee’s subjective assessment of the extent to which the organization fulfills the rewards, benefits, growth, and development opportunities expected from the job. Demands-abilities fit refers to the degree of compatibility between the abilities required to perform a job and the skills and competencies actually possessed by the employee (Cable and DeRue, 2002; Kristof-Brown et al., 2005). When employees actively utilize opportunities to develop their competencies or acquire new knowledge and skills, they are

more likely to perceive that their jobs satisfy their needs for personal growth. This process may also strengthen the perceived alignment between their abilities and the capabilities required by the job (Banerjee, 2025; Ebert et al., 2025). Accordingly, increasing structural job resources may have significant effects on both needs-supplies fit and demands-abilities fit. Employees who proactively seek feedback or support from supervisors and colleagues are more likely to secure the social resources required for effective job performance. Such behavior may strengthen their perception that the organization and work environment satisfy their needs. Moreover, social interactions may enable employees to gain a better understanding of organizational values, norms, and goals, thereby enhancing their perceived value congruence with the organization (Keane et al., 2024). Thus, increasing social job resources may significantly influence person-organization fit and needs-supplies fit. Similarly, when employees voluntarily increase challenging job demands, they are more likely to perceive that they are fully utilizing their competencies at work and that their jobs satisfy their needs for growth and achievement. This process may simultaneously strengthen needs-supplies fit and demands-abilities fit (Banerjee, 2025). By contrast, decreasing hindering job demands may enhance perceived fit by reducing incompatibility between the individual and the job. When employees attempt to minimize hindering job demands, they may adjust their work environment to a more manageable level, thereby reducing the imbalance between job demands and their personal abilities (Ebert et al., 2025). Because job crafting is inherently a process through which employees seek an optimal balance between themselves and their work environment, perceived fit may naturally emerge from this process (Ok and Lim, 2022). Hotel employees working at service encounters face high levels of emotional labor and diverse job demands. In this context, job crafting, through which employees proactively modify their work environments, may serve as a key antecedent of perceived fit (Tims et al., 2012, 2013). For example, seeking feedback from colleagues or supervisors may enhance person-organization fit, whereas pursuing new learning opportunities may strengthen demands-abilities fit (Tims et al., 2013, 2016). Based on these theoretical considerations, this study proposes the following hypothesis:

H1: The dimensions of job crafting are significantly associated with the dimensions of perceived fit.

2.3. Work engagement

From the perspective that positions it as the opposite of job burnout, work engagement is defined as a positive and fulfilling work-related state of mind comprising three dimensions, namely vigor, absorption, and dedication (Schaufeli and Bakker, 2004). Vigor refers to high levels of energy and mental resilience while working. Absorption describes a state of being fully concentrated on and deeply immersed in one's work to the extent that time passes unnoticed and disengaging from work becomes difficult. Dedication refers to a strong sense of enthusiasm, inspiration, pride, and challenge in relation to one's work (Schaufeli et al., 2006). Recent research on person-environment fit has shown that perceived fit is closely associated with employees' work engagement (Keane et al., 2024). When employees perceive congruence between their personal values and those of the organization, they are more likely to connect organizational goals and directions with their own work. In such cases, employees may view their jobs not merely as a set of assigned tasks but as meaningful activities that contribute to the realization of organizational values. This sense of congruence may strengthen their pride in and dedication to their work (Park and Park, 2023). When employees' needs are fulfilled through the work environment, they are more likely to evaluate their jobs positively and invest greater emotional and cognitive resources in performing them (Keane et al., 2024). Accordingly,

needs-supplies fit may provide an important foundation for enhancing vigor and absorption at work. Demands-abilities fit may also strengthen employees' confidence in their ability to perform their jobs successfully. When employees perceive a close match between the knowledge, skills, and abilities required by the job and their own competencies, they are more likely to experience challenge and accomplishment rather than excessive burden during job performance (Keane et al., 2024; Monks et al., 2023). Monks et al. (2023) identified ability-job fit as an important antecedent of work engagement, indicating that employees are more likely to become actively engaged in their work when their abilities are well aligned with job demands. Zeng and Song (2025) found that perceived fit enhanced work engagement among new employees and that work engagement subsequently mediated the relationship with innovative behavior. This finding suggests that perceived fit enables employees to perceive the organization and work environment as compatible with themselves, thereby strengthening their engagement in their work (Zeng and Song, 2025). In addition, Ok and Lim (2022) empirically demonstrated that all three dimensions of perceived fit significantly influenced work engagement. Based on these theoretical considerations, this study proposes the following hypothesis:

H2: The dimensions of perceived fit are positively associated with work engagement.

2.4. Behavior

Innovative behavior refers to a series of actions through which employees generate new ideas, assess their feasibility, and implement them in the course of performing their jobs. Thus, innovative behavior extends beyond merely developing creative ideas and includes securing the support and resources necessary to apply those ideas within the organization and putting them into practice (Anderson et al., 2014; Liehr and Hauff, 2025). In the hospitality industry, innovative behavior plays a critical role in identifying optimal solutions to diverse customer needs and delivering prompt, accurate, and high-quality services (Soliman et al., 2024). Extra-role behavior refers to voluntary actions performed by employees beyond the duties formally specified in their job descriptions (Blader and Tyler, 2009). As a form of prosocial behavior that occurs outside the organization's formal reward system, extra-role behavior contributes to strengthening cooperation and trust within the organization and improving overall organizational productivity (Grobela and Wyszowska-Wróbel, 2023). Employees with high levels of work engagement are likely to invest sustained energy in experimenting with new ideas, pursue challenging ideas, and actively participate in problem-solving processes (Vu et al., 2025). Zeng and Song (2025) found that employee engagement mediated the relationship between person-environment fit and innovative behavior among newly hired employees. Similarly, Elamin et al. (2024) demonstrated that employee engagement may serve as an important antecedent of innovative behavior. Employees who are highly engaged in their work are also more likely to experience positive emotions toward their jobs and organizations. Consequently, they may be more willing to assist colleagues and voluntarily cooperate in achieving organizational goals beyond their formally prescribed roles (Rahman and Karim, 2022). In other words, vigor and dedication toward work strengthen employees' motivation to exert additional effort on behalf of the organization, whereas absorption encourages their active participation in organizational problem-solving and collaborative processes (Borst et al., 2020). Based on these theoretical considerations, this study proposes the following hypothesis:

H3a: Work engagement is positively associated with innovative behavior.

H3b: Work engagement is positively associated with extra-role behavior.

The research model presented in **Figure 1** examines the proposed associations among job crafting, perceived fit, work engagement, innovative behavior, and extra-role behavior.

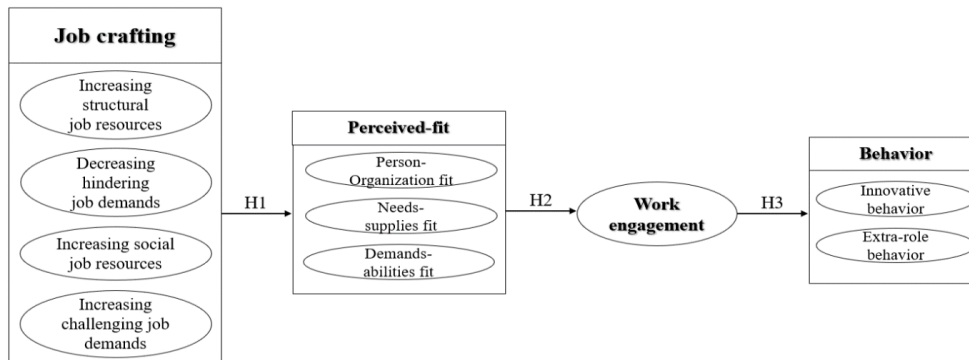


Figure 1. Research model.

3. Research methodology

3.1. Research subjects and data collection

This study examined the associations between job crafting and perceived fit, between perceived fit and work engagement, and between work engagement and innovative behavior and extra-role behavior. An online survey was administered to employees working at four- and five-star hotels. A total of 450 survey invitations were distributed, and 415 responses were received, yielding an initial response rate of 92.2%. Of the 415 responses, 15 were excluded due to incomplete or careless responses. Consequently, 400 valid responses were retained for the empirical analysis, representing 96.4% of the responses received and an overall usable response rate of 88.9% based on the survey invitations distributed.

3.2. Measurement of variables

Job crafting was defined in this study as self-initiated and proactive behavior through which employees modify their job demands and job resources in accordance with their abilities, needs, and interests (Tims et al., 2012). Based on previous studies, job crafting was measured using 17 items across four dimensions (Ok and Lim, 2022; Petrou et al., 2012; Salanova et al., 2005; Tims et al., 2012). Perceived fit refers to the degree of compatibility between the individual and the environment as subjectively perceived by organizational members (Cable and DeRue, 2002). Based on previous studies, perceived fit was measured using seven items across three dimensions (Cable and DeRue, 2002; Kristof-Brown et al., 2005; Ok and Lim, 2022). Work engagement was defined as a positive and fulfilling work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2006). Five items were used to measure work engagement based on previous research (Mo et al., 2024; Schaufeli and Bakker, 2004; Schaufeli et al., 2006). Employee behavior was conceptualized as encompassing innovative behavior, which involves generating and implementing new ideas within the formal scope of one's job (Soliman et al., 2024), and extra-role behavior, which refers to voluntary actions performed beyond the duties specified in one's formal job description (Blader and Tyler, 2009). It thus represents a broad range of proactive employee behaviors that contribute to organizational innovation and productivity. Nine items were used to measure employee behavior based on previous studies (Anderson et al., 2014; Liehr and Hauff, 2025). The original English measurement items were translated into Korean and then independently back-translated into English by a bilingual researcher. The original and back-translated versions were compared, and discrepancies were reviewed and resolved to ensure semantic equivalence.

All measurement items were assessed using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

3.3. Analysis techniques

The data were analyzed using SPSS version 25.0. Frequency analysis was conducted to examine the demographic characteristics of the respondents. Reliability analysis using Cronbach's alpha coefficients was performed to assess the internal consistency of the measurement scales. Exploratory factor analysis using principal component analysis with varimax rotation was then conducted to examine the factor structure of the measurement items. Because all variables were measured using a single-source self-report questionnaire, Harman's single-factor test was conducted by entering all measurement items into an unrotated principal component analysis. Correlation analysis and multiple regression analysis were subsequently conducted to examine the associations among the study variables. Serial mediation analyses equivalent to PROCESS Model 6 were also conducted to examine the indirect associations among job crafting, perceived fit, work engagement, and employee behavior. Indirect effects were assessed using 5,000 bootstrap samples and 95% confidence intervals.

4. Results

4.1. Respondent profile

The demographic characteristics of the respondents are summarized in **Table 1**. Regarding gender, 35.5% of the respondents were male and 64.5% were female, indicating a higher proportion of female respondents. In terms of age, respondents aged 31–35 constituted the largest group, accounting for 37.5% of the sample. With respect to tenure at their current hotel, the largest proportion of respondents had worked for four to six years, representing 29.5% of the sample. Regarding educational attainment, university graduates constituted the largest group at 48.5%. In terms of employment status, 66.5% of the respondents were full-time employees. Staff members represented the largest position category, accounting for 48.0% of the respondents. Regarding department, front office employees represented the largest group, accounting for 23.5% of the respondents.

Table 1. Demographic characteristics of the respondents (n = 400).

	Variable	Frequency	Percent(%)
Gender	Male	142	35.5
	Female	258	64.5
Age	Below 25	16	4.0
	26–30	96	24.0
	31–35	150	37.5
	36–40	104	26.0
	41–45	18	4.5
	46 or above	16	4.0
	Less than 1	48	12.0
Years of working period at the current hotel	1–3	96	24.0
	4–6	118	29.5
	7–9	78	19.5
	10 or above	60	15.0
	College	116	29.0
Education	Undergraduate	194	48.5
	Post graduate	72	18.0
	Doctoral level	18	4.5

Continued table:

	Variable	Frequency	Percent(%)
Employment status	Part time/Internship	134	33.5
	Full time	266	66.5
	Staff	192	48.0
	Manager	46	11.5
Position	Operational manager	86	21.5
	Supervisor	44	11.0
	Senior manager	24	6.0
	General manager	8	2.0
Department	Front Office	94	23.5
	Food and Beverage	46	11.5
	Kitchen	64	16.0
	Back Office (Marketing/Accounting/Sale)	76	19.0
	Housekeeping	80	20.0
	Fitness	40	10.0

4.2. Test of validity and reliability

Exploratory factor analysis was conducted to assess the validity of the measurement items and to identify the underlying common factors for subsequent analysis. The results of the exploratory factor analyses for job crafting, perceived fit, work engagement, and employee behavior are presented in **Tables 2–5**. Principal component analysis with varimax rotation was employed for factor extraction. Factors with eigenvalues greater than 1.0 were retained, and measurement items with factor loadings of 0.50 or higher were considered acceptable. In addition, all Cronbach's alpha coefficients exceeded 0.70, indicating adequate internal consistency reliability for the constructs (Hair et al., 2006; Lang, 2026). Composite reliability (CR) and average variance extracted (AVE) were also calculated for each factor and are reported in **Tables 2–5**. The CR values ranged from 0.730 to 0.948, exceeding the commonly used 0.70 criterion for all constructs. The AVE values ranged from 0.483 to 0.784. All constructs except increasing challenging job demands (AVE = 0.483) exceeded the 0.50 criterion, while the AVE for increasing challenging job demands was marginally below this threshold. Overall, these results indicate acceptable composite reliability and generally adequate convergent validity, although these indices do not by themselves establish discriminant validity. The factor analysis of job crafting identified four dimensions, namely decreasing hindering job demands, increasing structural job resources, increasing social job resources, and increasing challenging job demands. The KMO (Kaiser-Meyer-Olkin) value was 0.792, and Bartlett's test of sphericity was statistically significant, $\chi^2 = 9745.308$, $df = 153$, $p < 0.001$. The four factors explained 80.320% of the total variance, providing exploratory support for the proposed factor structure of job crafting. Perceived fit was divided into three dimensions, namely person-organization fit, needs-supplies fit, and demands-abilities fit. The KMO value was 0.824, and Bartlett's test of sphericity was statistically significant, $\chi^2 = 3340.754$, $df = 21$, $p < 0.001$. The three factors accounted for 93.892% of the total variance, providing exploratory support for the proposed multidimensional structure of perceived fit. For work engagement, the KMO value was 0.868, and Bartlett's test of sphericity was statistically significant, $\chi^2 = 1570.003$, $df = 10$, $p < 0.001$. The extracted factor explained 78.351% of the total variance, providing exploratory support for the proposed factor structure of work engagement. Finally, employee behavior was divided into two dimensions, namely innovative behavior and extra-role behavior.

The KMO value was 0.723, and Bartlett's test of sphericity was statistically significant, $\chi^2 = 3528.349$, $df = 36$, $p < 0.001$. The two factors explained 76.195% of the total variance, providing exploratory support for the proposed factor structure of employee behavior. Harman's single-factor test was conducted by entering all measurement items into an unrotated principal component analysis. Multiple factors with eigenvalues greater than 1.0 were extracted, and the first factor accounted for 51.751% of the total variance. Given the limited diagnostic capability of Harman's test, this result does not by itself establish substantial common method bias, although method-related variance cannot be entirely excluded (Conway and Lance, 2010; Podsakoff et al., 2012).

Table 2. Results of reliability and factor analysis of job crafting.

Factor	Variable	Factor loading	Eigen-value	Cronbach's Alpha	CR	AVE
DHJ	I make sure that my work is mentally less intense.	0.831	4.796	0.926	0.873	0.537
	I try to ensure that my work is emotionally less intense.	0.774				
	I manage my work so that I try to minimize contact with people whose problems affect me emotionally.	0.751				
	I organize my work so as to minimize contact with people whose expectations are unrealistic.	0.721				
	I try to ensure that I do not have to make many difficult decisions at work.	0.665				
	I organize my work in such a way to make sure that I do not have to concentrate for too long a period at once.	0.636				
ISTJ	I try to develop my capabilities.	0.914	3.727	0.880	0.838	0.517
	I try to develop myself professionally.	0.753				
	I try to learn new things at work.	0.727				
	I make sure that I use my capacities to the fullest.	0.580				
	I decide on my own how I do things.	0.564				
ISJ	I ask my supervisor to coach me.	0.871	3.554	0.857	0.845	0.649
	I ask whether my supervisor is satisfied with my work.	0.865				
	I ask others for feedback on my job performance.	0.663				
ICJ	When an interesting project comes along, I offer myself proactively as project co-worker.	0.870	2.380	0.854	0.730	0.483
	If there are new developments, I am one of the first to learn about them and try them out.	0.593				
	When there is not much to do at work, I see it as a chance to start new projects.	0.583				

KMO = 0.792, Bartlett's chi-square approximation = 9745.308, Sig. = 0.000, Total cumulative variance(%) = 80.320

Continued table:

Factor	Variable	Factor loading	Eigen-value	Cronbach's Alpha	CR	AVE
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Note: DHJ(Decreasing Hindering Job demands), ISTJ(Increasing STructural Job resources), ISJ(Increasing Social Job resources), ICJ(Increasing Challenging Job demands).

Table 3. Results of reliability and factor analysis of perceived fit.

Factor	Variable	Factor loading	Eigen-value	Cronbach's Alpha	CR	AVE
PO	The things that I value in life are very similar to the things that my organization values.	0.856	2.730	0.981	0.863	0.678
	My organization's values and culture provide a good fit with the things that I value in life.	0.852				
	My personal values match my organization's values and culture.	0.758				
NS	There is a good fit between what my job offers me and what I am looking for in a job.	0.866	2.219	0.927	0.854	0.745
	The job that I currently hold gives me just about everything that I want from a job.	0.860				
DA	The match is very good between the demands of my job and my personal skills.	0.940	1.624	0.821	0.781	0.649
	My personal abilities and education provide a good match with the demands that my job places on me.	0.643				
KMO = 0.824, Bartlett's chi-square approximation = 3340.754, Sig. = 0.000, Total cumulative variance(%) = 93.892						

Note: PO(Person-Organization fit), NS(Needs supplies fit), DA(Demands Abilities fit).

Table 4. Results of reliability and factor analysis of work engagement.

Factor	Variable	Factor loading	Eigen-value	Cronbach's Alpha	CR	AVE
WENG	I get accomplishment when I am working.	0.952	3.918	0.924	0.948	0.784
	When I get up in the morning, I feel like going to work.	0.926				
	My job inspires me.	0.888				
	I feel happy when I am working intensely.	0.831				
	At my job, I feel strong and vigorous.	0.822				
KMO = 0.868, Bartlett's chi-square approximation = 1570.003, Sig. = 0.000, Total cumulative variance(%) = 78.351						

Note: WENG(Work ENGagement).

Table 5. Results of reliability and factor analysis of behavior.

Factor	Variable	Factor loading	Eigen-value	Cronbach's Alpha	CR	AVE
IB	At work, I often seek new modes and methods of service.	0.958	4.033	0.926	0.891	0.587
	At work, I sometimes propose my creative ideas and try to convince others.	0.908				
	At work, I sometimes come up with innovative and creative notions.	0.823				
	At work, I provide a suitable plan for developing new ideas.	0.636				
	At work, I try to secure the funding and resources needed to implement innovations.	0.593				
EB	Overall, I consider myself as a creator.	0.586	2.824	0.786	0.777	0.546
	Do you volunteer to do helpful things that are not required by the job description?	0.897				
	Do you voluntarily assist coworkers without being asked to do so?	0.721				
	Do you do things that help without having to be asked to do so?	0.561				
KMO = 0.723, Bartlett's chi-square approximation = 3528.349, Sig. = 0.000, Total cumulative variance(%) = 76.195						

Note: IB(Innovative Behavior), EB(Extra-role Behavior).

4.3. Results of regression analysis

The results of the correlation analysis conducted to examine the relationships among job crafting, perceived fit, work engagement, and employee behavior are presented in **Table 6**. The correlation coefficients indicated statistically significant relationships among the variables at the 0.05 level. Simple and multiple regression analyses using the enter method were conducted to examine whether there were statistically significant relationships between job crafting and perceived fit, between perceived fit and work engagement, and between work engagement and employee behavior. The results are presented in **Tables 7–9**. The hypothesis concerning the associations between job crafting and perceived fit consisted of three sub-hypotheses. The results are as follows. First, decreasing hindering job demands showed a statistically significant association with person-organization fit at the 0.001 significance level ($\beta = 0.436$, $t = 10.178$, $p < 0.001$). Increasing structural job resources showed a statistically significant association with person-organization fit ($\beta = 0.400$, $t = 9.331$, $p < 0.001$), and increasing social job resources also showed a statistically significant association ($\beta = 0.153$, $t = 3.579$, $p < 0.001$). In contrast, increasing challenging job demands was negatively associated with person-organization fit at the 0.10 significance level ($\beta = -0.081$, $t = -1.895$, $p = 0.059$). Second, decreasing hindering job demands showed a statistically significant association with needs-supplies fit at the 0.001 significance level ($\beta = 0.507$, $t = 12.670$, $p < 0.001$). Increasing structural job resources ($\beta = 0.215$, $t = 5.364$, $p < 0.001$), increasing social job resources ($\beta = 0.331$, $t = 8.270$, $p < 0.001$), and increasing challenging job demands ($\beta = 0.216$, $t = 5.410$, $p < 0.001$) also showed statistically significant associations with needs-supplies fit. Third, decreasing hindering job demands showed a statistically significant association

with demands-abilities fit at the 0.001 significance level ($\beta = 0.377$, $t = 8.344$, $p < 0.001$). Increasing structural job resources ($\beta = 0.168$, $t = 3.708$, $p < 0.001$) and increasing challenging job demands ($\beta = 0.352$, $t = 7.779$, $p < 0.001$) also showed statistically significant associations with demands-abilities fit. In contrast, increasing social job resources showed a statistically significant negative association with demands-abilities fit at the 0.01 significance level ($\beta = -0.125$, $t = -2.772$, $p = 0.006$). The hypothesis concerning the associations between perceived fit and work engagement consisted of three sub-hypotheses. Person-organization fit showed a statistically significant association with work engagement at the 0.001 significance level ($\beta = 0.502$, $t = 14.541$, $p < 0.001$). Needs-supplies fit showed a statistically significant association with work engagement ($\beta = 0.559$, $t = 16.206$, $p < 0.001$), and demands-abilities fit also showed a statistically significant association ($\beta = 0.178$, $t = 5.149$, $p < 0.001$). Work engagement showed a statistically significant association with innovative behavior at the 0.001 significance level ($\beta = 0.810$, $t = 25.483$, $p < 0.001$). Finally, work engagement showed a statistically significant association with extra-role behavior at the 0.001 significance level ($\beta = 0.336$, $t = 6.577$, $p < 0.001$). As shown in **Table 10**, the selected representative results included both positive and negative serial indirect associations. Of the 24 serial indirect associations examined, 18 were statistically significant because their 95% bootstrap confidence intervals did not include zero. Taken together, the results showed that decreasing hindering job demands and increasing structural job resources were most consistently associated with positive employee outcomes through perceived fit and work engagement. Positive serial indirect associations were observed most consistently through person-organization fit and needs-supplies fit, whereas negative serial indirect associations emerged primarily through demands-abilities fit and person-organization fit. These findings indicate that the direction of the serial indirect associations depended on both the specific dimension of job crafting and the dimension of perceived fit involved.

Table 6. Correlations matrix.

Construct	DHJ	ISTJ	ISJ	ICJ	PO	NS	DA	WENG	IB	EB
DHJ	1									
ISTJ	0.691**	1								
ISJ	0.635**	0.581**	1							
ICJ	0.764**	0.673**	0.590**	1						
PO	0.850**	0.776**	0.540**	0.636**	1					
NS	0.886**	0.704**	0.594**	0.705**	0.796**	1				
DA	0.745**	0.656**	0.333**	0.609**	0.737**	0.594**	1			
WENG	0.762**	0.687**	0.781**	0.736**	0.726**	0.738**	0.516**	1		
IB	0.831**	0.759**	0.646**	0.826**	0.787**	0.750**	0.639**	0.869**	1	
EB	0.684**	0.595**	0.327**	0.757**	0.665**	0.677**	0.720**	0.632**	0.753**	1

Note: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$; DHJ(Decreasing Hindering Job demands), ISTJ(Increasing STructural Job resources), ISJ(Increasing Social Job resources), ICJ(Increasing Challenging Job demands), PO(Person-Organization fit), NS(Needs Supplies fit), DA(Demands Abilities fit), WENG(Work ENGagement), IB(Innovative Behavior), EB(Extra-role Behavior).

Table 7. Regression results for the associations between job crafting and perceived fit.

Dependentvariable	Independentvariable	B	Standarderror	β	t	P
	(constant)	-1.509E-16	0.043		0.000	1.000

person- organization fit

Continued table:

Dependentvariable	Independentvariable	B	Standarderror	β	t	P
	DHJ	0.436	0.043	0.436	10.178	0.000***
	ISTJ	0.400	0.043	0.400	9.331	0.000***
	ISJ	0.153	0.043	0.153	3.579	0.000***
	ICJ	-0.081	0.043	-0.081	-1.895	0.059*
$R^2 = 0.380$, Adj. $R^2 = 0.373$, Durbin-Watson = 2.059, $F = 51.764$, $p = 0.000$ ***						
Dependentvariable	Independentvariable	B	Standarderror	β	t	P
	(constant)	-2.421E-16	0.040		0.000	1.000
Needs supplies fit	DHJ	0.507	0.040	0.507	12.670	0.000***
	ISTJ	0.215	0.040	0.215	5.364	0.000***
	ISJ	0.331	0.040	0.331	8.270	0.000***
	ICJ	0.216	0.040	0.216	5.410	0.000***
$R^2 = 0.459$, Adj. $R^2 = 0.453$, Durbin-Watson = 2.038, $F = 71.739$, $p = 0.000$ ***						
Dependentvariable	Independentvariable	B	Standarderror	β	t	P
	(constant)	8.035E-17	0.045		0.000	1.000
Demands abilities fit	DHJ	0.377	0.045	0.377	8.344	0.000***
	ISTJ	0.168	0.045	0.168	3.708	0.000***
	ISJ	-0.125	0.045	-0.125	-2.772	0.006***
	ICJ	0.352	0.045	0.352	7.779	0.000***
$R^2 = 0.310$, Adj. $R^2 = 0.301$, Durbin-Watson = 1.822, $F = 37.892$, $p = 0.000$ ***						

Note: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$; DHJ(Decreasing Hindering Job demands), ISTJ(Increasing Structural Job resources), ISJ(Increasing Social Job resources), ICJ(Increasing Challenging Job demands).

Table 8. Regression results for the associations between perceived fit and work engagement.

Dependentvariable	Independentvariable	B	Standarderror	β	t	P
	(constant)	1.976E-16	0.034		0.000	1.000
Work engagement	PO	0.502	0.035	0.502	14.541	0.000***
	NS	0.559	0.035	0.559	16.206	0.000***
	DA	0.178	0.035	0.178	5.149	0.000***
$R^2 = 0.596$, Adj. $R^2 = 0.593$, Durbin-Watson = 2.201, $F = 166.860$, $p = 0.000$ ***						

Note: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$; PO(Person-Organization fit), NS(Needs Supplies fit), DA(Demands Abilities fit).

Table 9. Regression results for the associations between work engagement and employee behavior.

Dependentvariable	Independentvariable	B	Standarderror	β	t	P
Innovative behavior	(constant)	2.734E-16	0.032		0.000	1.000
	WENG	0.810	0.032	0.810	25.483	0.000***
$R^2 = 0.656$, Adj. $R^2 = 0.655$, Durbin-Watson = 1.978, $F = 649.398$, $p = 0.000$ ***						
Dependentvariable	Independentvariable	B	Standarderror	β	t	P
Extra-role behavior	(constant)	-1.271E-16	0.051		0.000	1.000
	WENG	0.336	0.051	0.336	6.577	0.000***
$R^2 = 0.113$, Adj. $R^2 = 0.110$, Durbin-Watson = 2.147, $F = 43.262$, $p = 0.000$ ***						

Note: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$; WENG(Work ENGagement).

Table 10. Serial indirect associations through perceived fit and work engagement.

X	M1	Y	Indirect effect	95% bootstrap CI
DHJ	PO	IB	0.120	[0.078, 0.162]
DHJ	NS	EB	0.052	[0.018, 0.093]
DHJ	DA	IB	−0.021	[−0.046, −0.001]
ISTJ	PO	IB	0.061	[0.041, 0.082]
ISJ	PO	IB	−0.011	[−0.020, −0.002]
ICJ	PO	IB	−0.024	[−0.040, −0.010]

Note: Indirect effects represent the serial pathway $X \rightarrow M1 \rightarrow \text{work engagement} \rightarrow Y$; Selected representative serial indirect associations from the 24 tested models are presented. Confidence intervals were based on 5,000 bootstrap samples; DHJ(Decreasing Hindering Job demands), ISTJ(Increasing STructural Job resources), ISJ(Increasing Social Job resources), ICJ(Increasing Challenging Job demands), PO(Person-Organization fit), NS(Needs Supplies fit), DA(Demands Abilities fit), IB(Innovative Behavior), EB(Extra-role Behavior).

5. Conclusion

The main findings and implications are summarized as follows. First, the dimensions of job crafting showed several statistically significant associations with the dimensions of perceived fit, consistent with previous research showing that employees' voluntary adjustments to job demands and resources are associated with greater compatibility with their jobs and organizations (Guo and Hou, 2022; Ok and Lim, 2022). However, increasing social job resources was negatively associated with demands-abilities fit, possibly reflecting greater awareness of gaps between employees' competencies and job requirements when seeking feedback or coaching (Holman et al., 2024; Tims et al., 2022). Increasing challenging job demands showed a weak negative association with person-organization fit, suggesting that, in the Korean hotel industry, additional responsibilities may be perceived as role overload rather than alignment with organizational values (Zhang et al., 2023). Second, all three dimensions of perceived fit were positively associated with work engagement. Employees demonstrated greater vigor, dedication, and absorption when their abilities and values matched job requirements and organizational culture and when their expected rewards and growth opportunities were fulfilled (Keane et al., 2024; Ok and Lim, 2022). Third, work engagement was positively associated with both innovative behavior and extra-role behavior. Highly engaged employees were more likely to develop and implement new ideas and voluntarily perform beyond their formal job duties (Grobelna and Wyszkowska-Wróbel, 2023; Kaur and Rahmadani, 2023). Based on these findings, this study offers several theoretical and practical implications.

From a theoretical perspective, first, this study contributes to the literature by examining the relationship between job crafting and perceived fit within the Korean hospitality context, particularly among employees of four- and five-star hotels on Jeju Island. Although a substantial proportion of previous job crafting research has been conducted in Western cultural contexts (Ok and Lim, 2022) or in Asian countries such as China and India (Guo and Hou, 2022), studies focusing on Korean hotel employees remain limited. By showing that the associations involving job crafting may vary across cultural and industrial contexts, this study extends the contextual applicability of existing job crafting theory. Second, this study differs from previous research by separately examining the associations between the four dimensions of job crafting and the three dimensions of perceived fit. Whereas previous studies have tended to treat job crafting as an overall construct or focus on only selected dimensions (Tims et al., 2022), this study identified distinct patterns of association across its subdimensions. The serial mediation results indicate several indirect associations between job crafting and employee behavior through perceived fit and work engagement. However, the

presence of both positive and negative serial indirect associations suggests that these psychological processes vary according to the specific dimensions of job crafting and perceived fit.

In particular, the negative association between increasing social job resources and demands-abilities fit and the weak negative association between increasing challenging job demands and person-organization fit challenge the prevailing “bright side” view of job crafting, which has generally emphasized its beneficial consequences for employee well-being, fit, and performance. These findings suggest that job crafting may also be associated with less favorable or context-dependent outcomes. The negative association between increasing social job resources and demands-abilities fit can be interpreted from two perspectives. First, actively requesting feedback and coaching from supervisors or colleagues may be associated with greater awareness that employees’ current competencies do not fully meet the requirements of their jobs, which may correspond with lower perceived fit between job demands and personal abilities (Holman et al., 2024; Tims et al., 2022). Second, increasing social job resources may, depending on the context, be associated with greater relational dependence and less favorable perceptions of demands-abilities fit (Tims et al., 2022). This interpretation may be particularly relevant in the Korean hotel context. In a work environment shaped by collectivistic values and relatively high power distance, employees may place greater emphasis on maintaining interpersonal harmony, respecting hierarchical relationships, and conforming to organizational expectations (Hofstede, 1994). Under such conditions, proactively seeking feedback from supervisors may be interpreted not only as resource acquisition but also as an acknowledgment of insufficient competence. Similarly, the weak negative association between increasing challenging job demands and person-organization fit suggests that employees may experience additional work challenges as personal burdens or pressure to fulfill organizational expectations rather than as autonomous opportunities for personal growth. Within the Korean hotel industry, which is characterized by high work intensity and standardized service practices, employees’ voluntary expansion of their work roles may therefore be experienced as role overload rather than as increased congruence with organizational values. Accordingly, the associations involving job crafting may depend not only on the type of crafting behavior but also on the cultural and organizational context in which it occurs.

From a practical perspective, first, hotel management should create an organizational environment that actively supports employees’ job crafting, particularly the reduction of hindering job demands. The findings indicate that reducing job characteristics associated with employee exhaustion, such as unreasonable customer demands, role conflict, and excessive emotional labor, may be relevant to employees’ perceptions of fit. Organizations should therefore introduce measures such as workload redistribution, role clarification, strengthened procedures for managing customer complaints, and regular psychological support programs. However, the serial mediation findings suggest that managers should not encourage all forms of job crafting indiscriminately. Job crafting interventions should be designed to strengthen perceived fit and work engagement, while managers should monitor whether employees’ job modifications are associated with greater compatibility with organizational values, needs, and job requirements or with lower perceived fit. Second, customized human resource management practices should be developed to strengthen needs-supplies fit. Hotel management should identify employees’ job-related needs through regular interviews or satisfaction surveys and reflect these needs in training and development plans, career and promotion pathways, and compensation systems. In hotels on Jeju Island, where the workforce includes

both full-time and part-time/internship employees, differentiated need-fulfillment practices according to employment status may be particularly important. Third, hotels should establish an organizational culture and institutional system that facilitate employee job crafting. Management should provide autonomy and psychological safety, expand opportunities to participate in new projects, and support in-house training and professional certification (Güçlü Nergiz and Unsal-Akbiyik, 2024). It is also important to create a culture in which seeking feedback from colleagues and supervisors is recognized as growth-oriented behavior rather than as evidence of insufficient competence. Fourth, hotel management should support employees in maintaining work engagement because it was positively associated with both innovative behavior and extra-role behavior. Meaningful feedback, recognition of employee achievements, autonomous work environments, mentoring programs, and support for energy recovery may contribute to service innovation and voluntary cooperation, particularly in departments characterized by frequent customer contact and intensive emotional labor.

Despite its contributions, this study has several limitations. First, the study employed a cross-sectional, single-source self-report design. Harman's single-factor test was conducted by entering all measurement items into an unrotated principal component analysis. Multiple factors with eigenvalues greater than 1.0 were extracted, and the first factor accounted for 51.751% of the total variance. Given the limited diagnostic capability of Harman's test, this result does not by itself establish substantial common method bias. However, method-related variance cannot be entirely excluded (Conway and Lance, 2010; Podsakoff et al., 2012). In addition, although the exploratory factor analysis and the reported CR and AVE values provided preliminary support for the measurement properties of the constructs, the AVE for increasing challenging job demands was marginally below the conventional 0.50 threshold. Relatively high correlations were also observed among some constructs. Therefore, the measurement properties should be interpreted with caution, and discriminant validity cannot be considered fully established. Future research should prioritize confirmatory factor analysis using an independent validation sample to evaluate the measurement model and discriminant validity more rigorously. Future studies should also assess discriminant validity using procedures such as the Fornell-Larcker criterion and the heterotrait-monotrait ratio. A formal nonresponse bias test was not conducted because information on individuals who did not participate in the survey was unavailable. Therefore, the possibility of nonresponse bias cannot be entirely excluded and should be considered when interpreting the findings. Future research should collect information on both respondents and nonrespondents and compare key demographic and organizational characteristics to assess potential nonresponse bias more systematically. Second, the findings should be interpreted within the distinctive tourism and employment context of Jeju Island. As a tourism-dependent destination, Jeju Island is characterized by seasonal fluctuations in tourism demand, intensive customer contact, high emotional labor, and standardized service requirements. These conditions may influence how hotel employees engage in job crafting and perceive their fit with their jobs and organizations. Therefore, the findings may not be directly generalizable to hotels operating in regions with different tourism structures and labor-market conditions. Future studies should replicate the analysis across broader geographical areas, different hotel categories, and cross-national tourism destinations. Third, although serial indirect associations were formally examined, the cross-sectional design does not establish temporal order or causal mediation. Future research should use longitudinal or time-lagged designs to provide a more rigorous assessment of the proposed mediation processes. Finally, person-group fit was excluded from the

perceived fit construct. Given the importance of teamwork and interdepartmental cooperation in hotels, future studies should examine a more comprehensive fit model that incorporates person-group fit.

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