



Age, Gender, and Job Differences in Job Crafting Behaviour among Food and Beverage Employees of Five-star Hotels

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ABSTRACT

Job crafting helps employees improve their professions by enhancing their proactive and innovative skills, resulting in increased job fitness and superior competitive advantages for the establishment. This study explores the differences in age, gender, and kitchen and service jobs regarding job-crafting behaviours (i.e., increasing structural job resources, decreasing hindering job demands, increasing social job resources, and challenging job demands) among food and beverage employees at five-star hotels in Cairo. The study used a self-administrated questionnaire form as the data-gathering instrument. The results of this study show that male employees in the food and beverage department are more likely than female employees to craft the job. Additionally, employees between the ages of 30 and 40 are the most productive while crafting their professions, and the most job crafting productive employees are those in the service department. This research could assist hotels in gaining a clear picture of employee job crafting behaviour so that hotels can focus on spreading this awareness among employees to improve job performance and fit.

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1. Introduction

In recent years, management studies have paid more attention to job crafting (Bindl et al., 2019; Yu and Jyawali, 2021). Job crafting is a bottom-up job creation method in which people proactively change their work based on intrinsic motives (Tims et al., 2012; Tims et al., 2016). Job crafting is "the proactive physical and cognitive adjustments that individuals make in their employment's task and relational bonds" (Wrzesniewski and Dutton, 2001, p. 179). Employees' jobs will be adjusted to their needs and preferences (Berg et al., 2010).

Despite the relevance of job crafting to employees, little research in the hospitality industry has been done. The previous research has focused on measuring the relationship between job crafting and other constructs, such as the relationship between job crafting and job engagement (Petrou et al., 2012); job crafting, burnout, and satisfaction through the moderating role of perceived organizational support (Cheng and Yi, 2018); job crafting and customer service behaviours in the hospitality industry through mediating role of job passion (Teng, 2019); employees' perceptions and job crafting toward employee-robot collaboration in hospitality (Song et al., 2022). Therefore, there

is a research gap exploring age, gender, and kitchen and service job differences in job crafting behaviours among hotel food and beverage employees.

The study's practical contribution will be a better understanding of job crafting and its variance among employees' gender, age, and jobs. The findings of this study can help hotels better understand and anticipate job crafting practices for their staff. The current study is scientifically

2. Literature Review

2.1. Job crafting

Job crafting was first mentioned in 2001 by Professor Amy Wrzesniewski. Professor Amy Wrzesniewski pointed out that job crafting is employees' physical and cognitive changes to their jobs (Wrzesniewski and Dutton, 2001). Essentially the idea of job crafting is that employees can increase job crafting by adapting job characteristics, i.e., resources and demands, to their personal needs and abilities respectively (Tims and Bakker, 2010). When these factors are balanced, the employee is likely to experience a good fit for the job, but there may also be unfitness when one (or both) aspects are unbalanced (Zeijen et al., 2018). Job crafting is an excellent way to achieve job fitness because the employee knows the causes of mismatch and how to reduce it (Tims et al., 2016). The more relevant job crafting is, the more employees are engaged in the job (Blau, 1987), and the better they perform (Dubbelt et al., 2019).

Job crafting enhances employees' felt meaning of work and fulfilment of valued identity at work. Job crafting also improves employees' work lives in many-valued ways (Tims and Bakker, 2010; Dubbelt et al., 2019). Employees take the initiative to craft their jobs to make work engaging and satisfying. Crafting activities improve person job fit and can result in positive experiences such as a feeling of achievement, personal growth, and the ability to cope with adversity (Tims et al., 2016). Research has established that job crafting behaviour is positively linked to engagement,

relevant because the previous hospitality literature does not detail the job crafting variances among employees' gender, age, and jobs in the food and beverage department. Further, this article first outlines recent advances in the literature on job crafting, gender, age, and kitchen and service jobs. After briefly discussing the research contexts and methods, this study presents the findings and discusses the study hypothesis. The article concludes with recommendations, limitations, and suggestions for future research

better work performance, job satisfaction, and employees' well-being (Menachery, 2018).

Three driving factors for engaging in job crafting are identified by Wrzesniewski and Dutton (2001). To begin, employees may engage in job crafting to keep their interest and enthusiasm at work. Second, because employment is essential to most people's self-identity, they are compelled to defend and enhance their image by tailoring their job to their needs. Finally, modifying specific parts of the job may improve workplace social relations (Kirkendall, 2013). In addition, Bowling (2012) identified two motivational scenarios in which employees may decide to use job crafting to increase their level of satisfaction. First, in the reactive scenario, job crafting may increase satisfaction levels when an individual feels their satisfaction level is threatened.

Whenever a person's level of satisfaction falls below their threshold, they will engage in job crafting activities to get it back up. Job crafting may be used when low job satisfaction levels (Kirkendall, 2013). The proactive scenario is the second situation in which job crafting would be used. In this circumstance, job crafting would be used repeatedly to keep the satisfaction level over the threshold (Bowling, 2012). Job crafting may be advantageous in this second circumstance. Employees can continually do job crafting tasks to guarantee their happiness level remains high rather than waiting for satisfaction levels to drop before taking action (Kirkendall, 2013).

According to Tims et al. (2012), job crafting can take the form of four different types of behaviours. (1) Increasing structural job resources: modifying job resources that affect how the job is done and the skills and responsibilities required to complete the job tasks. (2) Increasing social job resources: gaining access to valuable social information sources such as feedback from a supervisor or co-workers and supervisory coaching relates to self-initiated activities to acquire access to valued social information sources. (3) The increasing job demands and (4) the decreasing job demands are concerned with modifying the level of job demands.

2.2. Gender and job crafting behaviour

Men participate in job crafting more than females (Petrou et al., 2016). Two possible explanations for this: first, females may have started working later than men (Ragins and Cotton, 1991). Because females are challenged with the female ideal, which motivates them to prioritize their home life over career chances (Hoddinott and Jarratt, 1998), second, in contrast to men, women are more likely to have low-ranking positions. Women seek more temporary jobs since their work lives are more irregular due to housekeeping and life cycle events such as motherhood (Blau and Kahn, 2000). Compared to those in lower-ranking positions, individuals in high-ranking positions tend to craft more in their employment since they have more autonomy (Berg et al., 2010). As a result, males in high-ranking positions engage in more job crafting than women because they put more effort into their professions.

2.3. Age and job crafting behaviour

Both older and younger employees are prone to engage in job crafting behaviours to establish control over their jobs and build a positive self-image (El Baroudi and Khapova, 2017). Younger employees, however, are more motivated to craft their jobs. It has been discovered that older employees have a more structured work style than their younger counterparts (Maurer, 2001). Yeatts et al. (2000) found that older workers devote more time and effort to the traditional or routinized approach to job activities. This result is in direct contrast to younger employees who have grown up in a workplace where flexibility is the norm (Yeatts and Hyten, 1998). Furunes and Mykletun (2005) discovered that middle-aged and older employees approach job duties differently and have

professionalism tied to the working routine that younger employees lack.

2.3. Kitchen and service employees and job crafting behaviour

Employees participate in job crafting to better the person-job fit between job features and their skills, requirements, and preferences due to the evolving nature of work (Tims et al., 2012). On the one hand, service staff frequently contact unpleasant and aggressive customers, and these encounters can have a detrimental effect on them (Gal et al., 2021; Lee, 2022). However, the quality of the service staff directly reflects the level of the entire business and the customer's subsequent service experience (Siddiqi, 2015). According to Bavik et al. (2017), service personnel that approach their work with a job crafting mentality engage in their work and produce the intended customer outcomes. Also, Chen (2019) affirmed that service employees have a good level of job crafting.

On the other hand, employees who work in the kitchen actively adopt various job crafting techniques within the confines of their workplace (Piekkari, 2015). When there are too many customer orders, they prioritize the critical tasks. In addition, they regularly cultivate working connections with colleagues and ask the head chef for guidance and input on areas that need improvement. They also have an optimistic outlook on the underlying difficulties (Chia and Yang, 2017).

The hypotheses related to the food and beverage employee demographics for job crafting:

H1: Male employees experience higher levels of increasing structural job resources than female employees.

H2: Male employees experience higher levels of decreasing hindering job demands than female employees.

H3: Male employees experience higher levels of increasing social job resources than female employees.

H4: Male employees experience higher increasing challenging job demands than female employees.

H5: There is a significant difference among food and beverage employees in increasing structural job resources.

H6: There is a significant difference among food and beverage employees in decreasing hindering job demands.

H7: There is a significant difference among food and beverage employees in increasing social job resources.

H8: There is a significant difference among food and beverage employees in increasing challenging job demands.

H9: There is a significant difference among kitchen and service employees in increasing structural job resources.

H10: There is a significant difference among kitchen and service employees in decreasing hindering job demands.

H11: There is a significant difference among kitchen and service employees in increasing social job resources.

H12: There is a significant difference among kitchen and service employees in increasing challenging job demands.

3. Methodology

3.1. Data sources:

3.1.1. Secondary data sources

Secondary data for this study was collected from various sources, including a wide range of relevant textbooks, periodicals, and internet databases. When searching databases, we used various terms (e.g., job crafting, job crafting definitions, forms of job crafting, benefits of job crafting, food and beverage employees' age, food and beverage employees' gender, job crafting and age, job crafting and gender, job crafting in between kitchen staff, and job crafting in between hotel service staff). In addition, several relevant journals are an essential source of secondary data, such as the International Journal of Management, Human Resources Management Journal, International Journal of Hospitality Management, International Journal of Marketing Studies and Organizational Behavior, and Journal of Organizational Behavior.

3.1.2. Primary data sources

The study used a questionnaire form as the data-gathering instrument. The job crafting scale was adopted from Tims et al. (2012). After discussions with various food and beverage employees, the questionnaire was fine-tuned. The final version of the study questionnaire was divided into two main sections. In the first part, employees were asked to rate 21 items on a five-point Likert scale: '1= strongly disagree'; '2= disagree'; '3= neutral'; '4= agree'; and '5= strongly agree'. The second part asked employees for profiling information (i.e.,

gender, age, length of employment, department, educational level, and social status).

3.2. Research population, sampling techniques, and data collection

Individuals, objects, and events comprise the research population, a vast group of factors. The target population or universe is another name for this group. The research problem and literature review are the first steps in defining the population (McMillan, 2012). The study's target audience was all food and beverage personnel in Cairo's five-star hotels. According to Denscombe (2003), sampling is a process of choosing some, but not all, members of a larger population.

Furthermore, convenience sampling was employed to pick hotel food and beverage personnel who filled out questionnaire questions. The researched hotels were classified based on their star ratings (five-star hotels), and then hotels were chosen. A convenience sample is a group of people chosen based on availability, and there is no exact way to extrapolate from a convenience sample to the entire population (McMillan, 2012). In this research, four hundred and fifty questionnaires were distributed, and four hundred and ten (n= 410) valid questionnaires were completed and returned, thus achieving a response rate of 91.1%.

3.3. Data analysis

For data analysis, Renner and Taylor-Powell (2003) discussed some steps for analyzing the data that were adopted in this study as follows: (1) getting to know your data and focusing the analysis; (2) categorizing information; and (3) identifying patterns and connections within and between categories and interpretation or bringing all together. In this research, all these steps have been adopted. For the descriptive analysis, SPSS version 25 was used. The items are divided into four groups: increasing structural job resources, decreasing hindering job demands, increasing social job resources, and increasing challenging job demands. Furthermore, the Mann-Whitney U test was used to measure the variance of employees' gender and jobs on measures to determine if there is a significant difference between them. The Kruskal-Wallis test was used to measure the variance between employees' age in terms of scales to determine if there is a significant difference among them.

3.4. Ethical considerations

Because social research entails the analysis of people's experiences and motives, it is frequently reliant on a successful relationship between the researcher and the participants, which is frequently based on ethical issues. Furthermore, ethical responsibility is critical and begins in the early stages of a research study. When a researcher prepares the research design, it also plays a vital role in choosing vital research participants, how they should be treated, and the effects of their participation in the study (Miller and Brewer, 2003). This study's participants were volunteers. They were given precise information about all the research aspects related to the point, the methodologies used, and the possible research outcomes. The information given was easy to understand. Protecting the members' identities is one of the most crucial components of this investigation. All members were told their personal information would be treated anonymously and confidentially, including gender and age.

4. Results and discussion

4.1. Descriptive analysis of survey

The survey was designed in this study to measure the differences in age, gender, jobs regarding job-crafting behaviours among food and beverage employees of five-star hotels in Cairo. The study used a self-administrated questionnaire form as the data-gathering instrument. Four hundred fifty questionnaires were distributed, and four hundred and ten ($n=410$) valid questionnaires were completed and returned, thus achieving a response rate of 91.1%. The survey consisted of two main sections. The first section focused on some questions related to the job crafting scale. Meanwhile, the second section dealt with employees' demographic data such as gender, age, education, length of employment, department, and marital status.

The employee profiles of the investigated hotels are shown in table 1. Males made up (i.e., 68.3%) of the workforce, while females made up (i.e., 31.7%). Most of the employees investigated were between 18 and 40 (i.e., 98.8%), whereas those over 40 (i.e., 1.2%). Single employees (i.e., 77.6%) had the highest marital status, while married and married with children had the lowest (i.e., 22.4%). Employees with higher education (i.e., 85.3%) made up most of the workforce. Employees from the investigated departments made up a nearly

equal number (i.e., 54.9%) from hotels' service and (i.e., 45.1%) from hotels' kitchens. Regarding work experience, most employees (i.e., 57.6%) had one to three years of experience. However, the rest had three to six years of experience (i.e., 20.2%), six years or more of experience (i.e., 17.8%), and less than one year of experience (i.e., 17.8%).

SPSS version 28 was used to analyze the variables descriptively in table two. The mean of variables refers to a single number that describes an entire dataset and reflects the data's centre point or typical value (Das, 2011). The job crafting dimensions mean scores, the mean of increasing structural job resources variable higher than ($m= 3.67$), which indicates the food and beverage employees could develop their capabilities, learn new things at work, develop themselves professionally, give the most effort in work, and decide what to do at work.

The mean of the second variable, decreasing hindering job demands, had a positive trend that ranged from ($m= 3.76$) to ($m= 4.26$). This result emphasizes that the food and beverage employees can cope with the work environment challenges. Increasing social job resources was the third variable of job crafting. It had a positive direction, but the answers of the food and beverage employees did not reach 4 points on the Likert scale. The food and beverage employees affirmed that they could ask for help from their supervisors and colleagues.

The final job crafting variable was increasing challenging job demands, which also had excellent mean score directions, but this variable also had the lowest mean score ($m= 2.88$) among job crafting variables. This result indicates that the food and beverage employees had proactivity, continuous development, volunteer work and a little thinking about the job aspects. The standard deviation (SD) measures how to distribute the data and concerns the mean. Low standard deviation indicates data are clustered around the mean, and high standard deviation indicates data are more spread out (Das, 2011). All the scale dimensions present good standard deviation values.

Table 1. Employees' profile

Variables		Freq.	%
Gender	Female	130	31.7
	Male	280	68.3
Age	18 years up to 21 years	29	7.1
	21 years up to 30 years	299	72.9
	30 years up to 40 years	77	18.8
	40 years or more	5	1.2
Marital status	Single	318	77.6
	Married	57	13.9
	Married with children	35	8.5
Education	Secondary school or below	59	14.4
	University degree	290	70.7
	Postgraduate (Diploma – Master – PhD)	61	14.6
Department	Restaurant	225	54.9
	Kitchen	185	45.1
Length of Employment	Less than one year	18	4.4
	One year up to 3 years	236	57.6
	3 years up to 6 years	73	17.8
	6 years or more	83	20.2

Table 2. A descriptive analysis

Construct	Measurement	Mean	Std. D
Increasing structural job resources	I try to develop my capabilities.	4.45	.716
	I try to develop myself professionally.	4.42	.713
	I try to learn new things at work.	4.47	.717
	I make sure that I use my capacities to the fullest.	4.10	1.112
	I decide on my own how I do things.	3.67	.860
Decreasing hindering job demands	I make sure that my work is mentally less intense.	3.49	1.033
	I try to ensure that my work is emotionally less intense.	3.84	.868
	I try to minimize contact with people whose problems affect me emotionally.	4.11	.967
	I minimize contact with people whose expectations are unrealistic.	3.83	.880
	I try to ensure I do not have to make many difficult decisions at work.	3.76	1.253
	I organize my work so I do not have to concentrate for too long a period at once.	4.26	1.065
Increasing social job resources	I ask my supervisor to coach me.	3.91	1.278
	I ask whether my supervisor is satisfied with my work.	3.95	.975
	I look to my supervisor for inspiration.	3.48	1.219
	I ask others for feedback on my job performance.	3.62	1.192
	I ask colleagues for advice.	3.63	1.304
	I ask my supervisor to coach me.	3.60	.984
Increasing challenging job demands	When an exciting project comes along, I offer myself proactively as a coworker.	4.17	1.090
	If there are new developments, I am one of the first to try them out.	3.87	1.067
	When there is not much to do at work, I see it as a chance to start new projects.	3.44	1.353
	I regularly take on extra tasks even though I do not receive an extra salary for them.	2.88	1.210

4.2. Variance analysis results and discussion

4.2.1. Variances in job crafting between male and female employees

Mann-Whitney U test was used to test for differences between employees' gender regarding job crafting. Table three shows a statistically significant difference between female and male employees regarding job crafting dimensions.

H1 accepted that men in food and beverage have more structural job resources than women ($M=234.03$). This finding demonstrated that men working in food and beverage are always eager to better their skills, learn new things at work, and make them control themselves. According to Petrou et al. (2016), men engage in more job crafting activities than women. This outcome can be explained by the fact that women constantly seek temporary employment because of their home and familial obligations (Hoddinott and Jarratt, 1998). In contrast to males, who prioritize their jobs more time and effort. Hence, they are better able to grow and improve themselves because they are more aware of the adjustment points and all the duties included in their jobs (Berg et al., 2010).

H2 rejected, there was no statistically significant difference between male and female employees in reducing hindering job demands. This outcome can be explained because the mean result is converging. This result means that all food and beverage department employees are trained to keep track of their work tasks and maintain control over their interactions with co-workers. Therefore, this result contradicts the previous results (Hoddinott and Jarratt, 1998; Berg et al., 2010), which indicated that men are always more able to craft a job than women. Because the study sample comprises employees from the food and beverage department of five-star hotels, there is always organization of the daily work steps and processes; therefore, this result is expected. Additionally, hiring highly qualified employees is something that five-star hotels usually consider (Brien et al., 2019).

H3 accepted a considerable difference between male and female employees in decreasing obstructive workplace demands. This result showed that men ($M = 225.78$) knew better about lowering job demands. Male employees constantly arrange their work tasks and control their communication with peers. This finding aligns

with Blau and Kahn (2000), who discovered that men craft more than women. This finding could be explained by the fact that most food and beverage department employees are men; hence, women are shyer than men when dealing with all staff. In addition, men remain longer in jobs because women seek more temporary jobs since their work lives are more irregular due to housekeeping and life cycle events such as motherhood (Blau and Kahn, 2000; Petrou et al., 2016). Therefore, men know their jobs better than women, and they can ask for advice on development and feedback.

H4 accepted that men in the food and beverage industry face more significant job challenges than women ($M=235.33$). This finding revealed that men are always motivated to try new things, start construction ideas, volunteer, and research linkages between parts of their jobs. This finding is consistent with Petrou et al. (2016), who found that men do more job crafting than women. Working in the food and beverage department is considered a job that requires great physical effort. Therefore, it is natural for men to participate more than women in job crafting. Also, this result supports the idea that an employee can only increase the challenges of work through complete knowledge of the basics and aspects of the job (Dreaver et al., 2020), which is achieved by men, unlike women.

4.2.2. Variances in job crafting between employees' age groups

Table four shows that the Kruskal-Wallis test was used to test for differences among the employees' age groups regarding job crafting behaviour. The results revealed a significant difference between employees' age groups and job crafting.

H5 accepted; that there is a significant difference among food and beverage employees regarding increasing structural job resources. Those 30 to 40 years had more critical information about increasing structural job resources ($M=296.78$). Those employees are constantly improving their professional competencies, skills, and knowledge. This result aligns with Furunes and Mykletun (2005), who discovered that middle-aged and older employees approach job duties differently and have professionalism tied to the working routine that younger employees lack. Because younger workers lack the experience that improves their skills and abilities at work, they are therefore more interested in doing how to perform essential job tasks rather

than crafting on the job. Additionally, this can be driven by career progress because older employees are more familiar with the fundamentals of their jobs, allowing them to develop themselves (Ogwnjen Ristic, 2017).

H6 accepted; that there is a significant difference between food and beverage employees in terms of reducing job demands obstructing them. Employees in the food and beverage aged 30 to 40 years had more knowledge about reducing job demands (M=361.94). Those employees continually organize their work tasks and maintain control over their communication with co-workers. This outcome is consistent with El Baroudi and Khapova (2017) observed that older and younger employees are prone to job crafting behaviours to gain control over their jobs. This result can be explained by the fact that younger employees may have fewer working relationships due to short work duration, insufficient knowledge of co-workers, or differences in communication between generations (Dreaver et al., 2020).

H7 accepted; that there is a substantial difference in growing social job resources between food and beverage employees. Employees from 30 to 40 years old constantly endeavour to improve their professional knowledge by seeking criticism and suggestions from their supervisors (M=343.12). Additionally, those individuals have a proactive disposition and seek assistance from their co-workers. This finding contradicts Maurer (2001), who found that younger employees are more motivated to craft their professions. It has been established that senior employees work more in control than younger staff. This result can be explained because younger employees do not have the necessary expertise to reach the highest performance rate and search for new ways to improve performance. Furthermore, younger workers are currently learning the fundamentals of their jobs and may soon possess what appears to be working (Dreaver et al., 2020).

H8 accepted; that there is a substantial difference in increasing challenging job demands between food and beverage employees. Employees from 30 to 40 years old constantly challenge themselves to try new developments, examining the underlying relationships between aspects of their jobs, and they have a proactive work spirit in volunteer work (M=356.50). This finding contradicts Yeatts et al. (2000) found that older workers devote more time and effort to the

traditional or routinized approach to job activities. This result can be explained by the fact that older employees have the necessary experience, training, and awareness of all job tasks and identify all points that need improvement in younger employees. Additionally, as employees are aware of this finding, the hospitality sector is highly developed (Xiong et al., 2019). As a result, employees must stay up with new advancements and changes.

4.2.3. Variances in job crafting between employees' department

Mann-Whitney U test was performed to check for variance between the study's variables and the kitchen and restaurant staff. The results revealed a significant difference between employees' division and job crafting.

H9 accepted; that there is a significant difference between kitchen and service employees in increasing structural job resources. This finding shows that service staff work to improve structural resources by demanding variety in their resources, increased autonomy, and increased responsibility from their managers to achieve self-development and more significant career growth and progress opportunities (M=286.50). This finding can be explained by the fact that service personnel routinely interact with unpleasant and aggressive customers, and these encounters might harm them (Gal et al., 2021; Lee, 2022). They must therefore be thoroughly knowledgeable about every facet of the profession. As a result, according to Bavik et al. (2017), service employees who approach their work with an attitude of job crafting participate in it and deliver the desired customer outcomes.

H10 accepted; there is a significant difference among kitchen and service employees in decreasing hindering job demands. This research demonstrates that service employees can minimize the number of tasks by eliminating some of the tasks they regard to be physically and psychologically stressful, or they can choose to avoid activities that add to their sense of job overload (M=222.13). This finding supported Chen's (2019) assertion that service personnel exhibit good job crafting. This conclusion can be explained by the fact that service employees may avoid working long hours, making difficult

decisions, or ignoring persons who can affect them emotionally (Siddiqi, 2015; Tantawy et al., 2016).

H11 accepted; that there is a significant difference between kitchen and service employees in increasing social job resources. This finding demonstrates that service employees may seek advice, opinions, and comments from superiors, subordinates, and peers to improve performance and create the required social support in the workplace (M=273.21). This social support impacts their performance at work. This finding was in line with Karatepe and Olugbade (2017), who found that social support increases career adaptability and job satisfaction. This outcome can be explained by the fact that service workers are frequently exposed to novel situations that call for assistance and counsel from those nearby, whether supervisors or co-workers (Tantawy et al., 2016).

H12 accepted; that there is a significant difference among kitchen and service employees in increasing challenging job demands. This finding illustrates that service staff may try to widen the scope of their employment or mix and match the job activities to make it more difficult to keep interested and prevent boredom in their careers (M=271.32). This outcome is in line with Bavik et al. (2017), who claimed that service staff who approach their work with a job-crafting mentality participate in their work and generate the expected outcomes. This result can be explained by the fact that service employees have taken steps to craft their jobs by accepting additional duties and showing an interest in new job developments and tasks (Siddiqi, 2015).

5. Recommendations, limitations, and further research

5.1. Recommendations for food and beverage managers

- To teach younger, female, and kitchen employees about the need for continuous learning and development. Additionally, to teach them how to structure their work processes more efficiently.

- The hotel can apply job crafting in food and beverage by appreciating employees' objectives and preferences, predominantly (i.e., younger, female, and kitchen employees), which refers to individuals designing their employment in line with their interests and aspirations.
- Provide food and beverage employees with supervisory support. The supervisor's encouragement and trust in the employee create a conducive working atmosphere. Employees actively propose changes in their work when they believe self-initiated initiatives do not threaten their bosses.
- To allow food and beverage employees more control over their jobs. Employees with job autonomy can enhance their work skills, seek feedback from bosses and co-workers, and manage their workload to avoid barriers. When employees have more autonomy, they are encouraged to take on more complex assignments. Employees with flexibility and autonomy can take control of their work and engage in job crafting behaviours.
- Adaptation to restrictions and obstacles increased challenges and resources in the workplace might encourage proactive conduct.

5.2. Limitations and further research

The study examined the variances in job crafting behaviours among food and beverage employees in five-star hotels in Cairo based on age, gender, and jobs. The researched hotels were five-star hotels; further study might be conducted to determine the goal in other hotel categories, such as four-star hotels. The use of self-administered questionnaires is one of the study's methodological limitations. Future research could use qualitative approaches like interviews and focus groups to better understand the differences in job-crafting behaviours among employees. Further research should look into job-crafting behaviours among employees of different ages and genders in other hospitality establishments (e.g., restaurants, cafeterias, and resorts).

Table 3. Variances in job crafting between male and female employees

Construct	Gender	N	Mean Rank	Mann-Whitney U	Z	Asymp. Sig. (2-tailed)
Increasing structural job resources	Female	130	144.06	10213.000	-7.281	.000
	Male	280	234.03			
Decreasing hindering job demands	Female	130	219.80	16341.000	-1.696	.090
	Male	280	198.86			
Increasing social job resources	Female	130	161.81	12520.500	-5.155	.000
	Male	280	225.78			
Increasing challenging job demands	Female	130	141.26	9848.500	-7.603	.000
	Male	280	235.33			

* Significant ($p \leq .05$)

Table 4. variances in job crafting between employees' age groups

Construct	Employees Age	N	Mean Rank	Chi-Square	df	Asymp. Sig
Increasing structural job resources	18 years up to 21 years	29	284.79	85.087	3	.000
	21 years up to 30 years	299	173.27			
	30 years up to 40 years	77	296.78			
	40 years or more	5	267.00			
Decreasing hindering job demands	18 years up to 21 years	29	188.17	176.474	3	.000
	21 years up to 30 years	299	165.76			
	30 years up to 40 years	77	361.94			
	40 years or more	5	273.30			
Increasing social job resources	18 years up to 21 years	29	261.72	154.992	3	.000
	21 years up to 30 years	299	163.22			
	30 years up to 40 years	77	343.12			
	40 years or more	5	288.30			
Increasing challenging job demands	18 years up to 21 years	29	199.36	168.809	3	.000
	21 years up to 30 years	299	165.42			
	30 years up to 40 years	77	356.50			
	40 years or more	5	312.60			

* Significant ($p \leq .05$)

Table 5. The differences among employees' departments and job crafting.

Construct	Position	N	Mean Rank	Chi-Square	Z	Asymp. Sig
Increasing structural job resources	Service	225	286.50	2587.500	-15.536	.000
	Kitchen	185	106.99			
Decreasing hindering job demands	Service	225	222.13	17070.500	-3.192	.001
	Kitchen	185	185.27			
Increasing social job resources	Service	225	273.21	5577.000	-12.932	.000
	Kitchen	185	123.15			
Increasing challenging job demands	Service	225	271.32	6002.500	-12.607	.000
	Kitchen	185	125.45			

* Significant ($p \leq .05$)

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