



**A STUDY ON THE DRIVING FACTORS OF JOB CRAFTING OF
NEW GENERATION EMPLOYEES IN MULTINATIONAL
CORPORATIONS: A CASE STUDY OF MAICHEN CNC
EQUIPMENT CO., LTD.**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
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This Independent Study Has Been Approved as a Partial Fulfillment of the
Requirements for the Degree of Master of Business Administration

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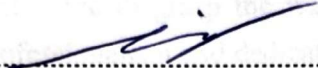
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Title: A Study on the Driving Factors of Job Crafting of New Generation Employees in Multinational Corporations: A Case Study of Maichen CNC Equipment Co., Ltd.

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Degree: Master of Business Administration

Major: International Business Management

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ABSTRACT

As the most critical internal stakeholders of an enterprise, employees' work behaviours exert a substantial impact on the global business development of multinationals. Therefore, this study focused on the new generation of employees in multinational corporation, analyzing the influencing factors of their job crafting behaviors. The aim was to explore the effect of enterprise social media use, inclusive leader and employees' perceptions of over-qualification on job crafting of new generation employees in multinational corporations. A quantitative research approach was adopted, involving the design of a survey questionnaire based on the compilation and analysis of established scales for the relevant variables. The questionnaires were distributed online to 420 new-generation employees in Maichen CNC Equipment Co., Ltd., 392 valid questionnaires were retained, resulting in a valid response rate of 93.3%. The multiple regression analysis results in SPSS revealed that enterprise social media use and inclusive leader positively influenced job crafting of new-generation employees in multinational corporations, while employees' perceptions of over-qualification exerted a negative effect. Based on the research findings, targeted management suggestions are proposed from three dimensions: enterprise social media use, inclusive leadership, and employees' perceived over-qualification. The specific recommendations are as follows: fully acknowledging the strategic value of enterprise social media in cross-border collaboration, adopting an inclusive leadership style, and tapping into the potential of overqualified employees. Furthermore, the conclusions of this study can provide valuable references for multinational corporations with a large proportion of new-generation employees.

Keywords: new generation employees, job crafting, enterprise social media use, inclusive leader, employees' perceptions of over-qualification, multinational corporation

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On the occasion of completing this independent study, I would like to express my most sincere gratitude and best wishes to all those who have cared for, supported, and helped me throughout this journey.

WANG SONGXIAO

DECLARATION

I, Wang Songxiao, hereby certify that the work embodied in this independent study entitled “*A Study on the Driving Factors of Job Crafting of New Generation Employees in Multinational Corporations: A Case Study of Maichen CNC Equipment Co., Ltd.*” is result of original research and has not been submitted for a higher degree to any other university or institution.

(WANG SONGXIAO)

July 6, 2026



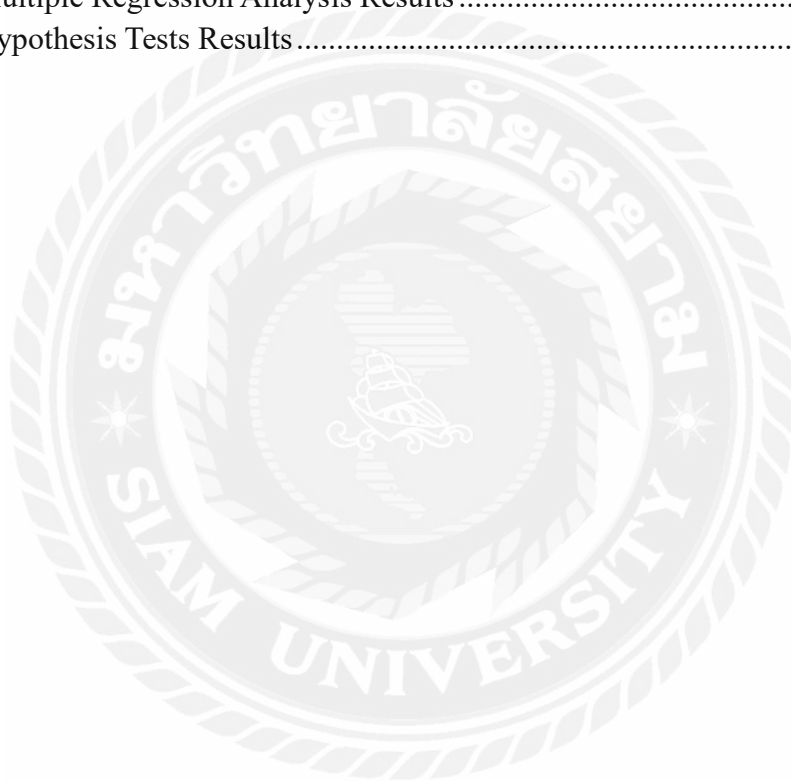
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Chapter 1 Introduction

1.1 Research Background

On March 5, 2024, China introduced the concept of “New Quality Productive Forces.” As the most dynamic element in productivity, workers in the modern work environment are no longer primarily engaged in simple, repetitive labor. Instead, there is a growing need for strategic talents with innovative capabilities and application-oriented talents skilled in utilizing modern production tools. The key lies in adapting to new digital and intelligent work scenarios and possessing interdisciplinary and integrated competencies, thereby aligning with the new productive forces (Cai & Yu, 2024). With the continuous advancement and widespread adoption of human data technologies, along with the implementation of new work scenarios and national development strategies, new demands are being placed on employees' knowledge and abilities. Consequently, there is an urgent need to adjust work boundaries and reshape the understanding of work roles through methods such as organizational learning and job crafting.

In the background of globalisation, numerous multinational organisations are championing non-traditional working models that blur the boundaries between work and personal life. Companies worldwide have rolled out a wide array of flexible work arrangements, covering flexibility across multiple dimensions including workplace location, working hours and workload. For multinational organizations, business globalization heightens the need for innovation and flexibility in employees' work arrangements (Chatterjee et al., 2022).

According to Accenture's 2023 “Reshaping Enterprise Operations” report, 94% of surveyed leaders expressed a desire to change their work methods, aiming to achieve better performance through job crafting approaches and talent strategies (Dai et al., 2023). Employees' proactive behaviors are playing an increasingly important role in organizations, as companies expect staff to respond quickly to external changes and complete tasks efficiently with greater flexibility.

Research showed that employees can enhance their adaptability through job crafting, such as accelerating familiarity with tasks and building positive relationships with colleagues (Duan et al., 2020). This not only helps organizations improve their ability to respond to rapidly evolving external environments and market information, but also enables employees to find meaning and value in their work. Additionally, job

crafting can boost work engagement, alleviate burnout, and reduce turnover intention, indicating its strong vitality and broad prospects (Zhang, 2019).

The new generation of employees, born after 1990 (referred to as “Post-90s” and “Post-00s”), is gradually becoming the main force in the human resources market (He, 2018). They place greater emphasis on work-life balance, desire opportunities for skill enhancement and career development, and pay more attention to corporate social responsibility and cultural atmosphere (Cao, 2019). This trend presents both challenges and opportunities for multinational corporations.

1.2 Research Questions

Therefore, this study focused on the new generation of employees, analyzing the influencing factors of their job crafting behaviors.

(1) Does enterprise social media use affect job crafting of new generation employees in multinational corporation?

(2) Does inclusive leader affect job crafting of new generation employees in multinational corporation?

(3) Do employees’ perceptions of over-qualification affect job crafting of new generation employees in multinational corporation?

1.3 Research Objectives

Based on a review of the relevant literature, this study aimed to further enrich the understanding of the mechanisms and practical applications of flexible job crafting behaviors, and to help multinational corporations better understand the nature and content of job crafting and propose corresponding measures to effectively intervene in the job crafting behaviors of new generation employees.

The research objectives are as follows:

(1) To explore the effect of enterprise social media use on job crafting of new generation employees in multinational corporation.

(2) To explore the affect of inclusive leader on job crafting of new generation employees in multinational corporation.

(3) To explore the affect of employees' perceptions of over-qualification on job crafting of new generation employees in multinational corporation.

1.4 Scope of the Study

Firstly, this study began by elaborating on its theoretical foundation - Self-Regulation Theory and Conservation of Resources Theory. And this study provided a detailed review of existing domestic and international research on enterprise social media use, inclusive leadership, employees' perceptions of over-qualification, and job crafting, thereby forming the subsequent research framework.

Secondly, a quantitative research approach was adopted, involving the design of a survey questionnaire based on the compilation and analysis of established scales for the relevant variables. The study selected employees of Maichen CNC Equipment Co., Ltd. as the research subjects and conducted a large-sample questionnaire survey.

Thirdly, SPSS was utilized to perform descriptive statistics, correlation analysis, and multiple regression analysis on the collected data to test the research hypotheses and model.

Finally, the empirical findings were summarized, and managerial implications were derived based on the results.

1.5 Significance of the Study

1.5.1 Theoretical Significance

This study provides theoretical foundations for multinational corporations to implement and optimise job design. As the most critical internal stakeholders of an enterprise, employees' work behaviours exert a substantial impact on the global business development of multinationals.

This study enriches the exploration of antecedents of job crafting among the new generation of employees in the Chinese context. At present, there is still a lack of job crafting research grounded in China's socio-cultural environment, with most studies

drawing on Western individualistic theoretical frameworks and overlooking the influence of traditional Chinese thinking patterns.

This study enhances the empirical investigation into the mechanisms influencing job crafting, provides an in-depth analysis of its facilitating mechanisms, and further demonstrates the roles of enterprise social media, inclusive leadership, and employees' perceptions of over-qualification in promoting job crafting behaviors among the new generation of employees. It thus offers theoretical support for improving the person-job fit of the new generation of employees in multinational corporation.

1.5.2 Practical Significance

According to the internal mechanisms revealed in this study, organizations can leverage enterprise social media platforms, inclusive leadership, and attention to employees' perceptions of over-qualification to more effectively manage the new generation of employees in multinational corporation.

For new generation employees, the findings of this study on the antecedents of job crafting can offer valuable insights into how they might better utilize organizational resources and actively apply the information derived from such resources to their work practices. By adjusting their work styles accordingly, employees can identify working modes and conditions that best suit their individual needs, thereby enhancing their job performance and, in turn, contributing to the continuous value creation of organizational resources.

1.6 Definition of Key Terms

The definitions of the main variables in this study are as follows:

New generation employees in multinational corporations refer to young practitioners who were born in 1991 or later and work for transnational operating enterprises. They grew up in an era of rapid Internet development, generally possess a sound educational background, and differ significantly from traditional employees in terms of values and work demands.

Job crafting refers to a process where individuals, driven by a strong need for personal development, proactively transcend traditional task and relational boundaries to redesign and innovate their work in a bottom-up manner.

Enterprise social media use is the organizational behavior through which employees publish, disseminate, search for, and receive information on social media platforms to address their personal needs.

Inclusive leadership is a leader-follower relationship that is built upon recognition, responsiveness, respect, and responsibility.

Employees' perceptions of over-qualification is an individual's perception that their educational level, talents, and other attributes are higher than what is demanded by the particular job position.



Chapter 2 Literature Review

2.1 Theoretical Foundation

This study was based on Self-Regulation Theory and Conservation of Resources (COR) Theory as its overarching theoretical foundation.

2.1.1 Self-Regulation Theory

Self-regulation Theory has been extensively studied and applied in the field of managerial psychology. Employees in organizations also need to engage in self-regulation in order to adapt to job demands and achieve work goals. According to Self-Regulation Theory, when individuals perceive a discrepancy between their current state and an ideal or desired state, they engage in various adjustments to achieve their goals (Feng et al., 2017). This self-regulatory process requires individuals to proactively acquire relevant knowledge or skills and flexibly draw on their self-efficacy to make continuous adaptations in pursuit of their objectives. There exists a positive correlation between the perceived discrepancy and subsequent behavioral engagement: the greater the perceived gap, the more behavioral responses are activated.

According to the social cognitive perspective, the process of self-regulation can be broadly divided into three cyclical phases (He, 2017). Specifically, forethought refers to the preparatory and decision-making stage that occurs prior to action, with the purpose of clarifying the direction of behavior. Performance or volitional control operates throughout the action execution phase, ensuring the smooth progression of tasks by regulating attention and behavioral performance. Self-reflection takes place after the completion of action, involving the review and contemplation of behavioral experiences. This phase not only influences individuals' evaluation of their current performance but also exerts a positive impact on the prediction of subsequent behaviors. In this manner, a complete self-regulatory cycle is achieved.

This study aimed to explore the influencing factors of job crafting, specifically, the positive pathway through which these factors operate which can be explained by Self-Regulation Theory, illustrating how they promote job crafting behaviors.

2.1.2 Conservation of Resource Theory (COR)

Conservation of Resources (COR) Theory initially emerged as a theory of stress, aiming to provide a new perspective on understanding “what stress is. (Hobfoll, 1989) ” Hobfoll (1989) defined resources as encompassing objects, conditions, personal characteristics, and energies. COR theory posits that individuals are constantly motivated to protect, maintain, and acquire resources that they value, with the goal of maximizing resource utilization. At the same time, individuals strive to obtain new resources in other domains based on their existing resources, thereby enabling better performance in those areas. When resources are subject to potential or actual loss, this constitutes a resource threat.

COR Theory prioritizes, first, sensitivity to resource loss when resources are valuable or scarce, under conditions of possible resource depletion, individuals take measures to prevent resource loss (Lei, 2020). Second, when individuals are less sensitive to resource loss, they engage in resource acquisition to accumulate more resources. Finally, individuals create opportunities to generate new resources, thereby building a greater resource reservoir to buffer against future resource loss.

Employees need to consume resources in order to achieve their ultimate goals through job crafting. Job crafting serves as a balancing mechanism between job demands and job resources, and employees perceive it as an investment in their self-worth (Lin & Lan, 2023).

2.2 New Generation Employees in Multinational Corporation

2.2.1 New Generation Employees

Currently, there is no unified consensus in the academic community regarding the terminology for the new generation of employees. International scholars often use letters or different names to study this generation, but there is a lack of clear demarcation criteria. The birth cohort between 1991 and 2009 is a relatively common demarcation standard (Gong, 2022). This generation grew up almost simultaneously with the popularization of the Internet and is now gradually becoming the main force of the Internet. They are very proficient in the use of digital technologies and are playing an important role in many fields.

The new generation employees examined in this study were born after 1991. Most of them come from relatively well-off families, enjoy comparatively favorable living conditions, and have experienced fewer setbacks. Enterprises need to fully explore the characteristics of this new generation of employees in order to better meet

their needs (Li & Xu, 2013).

(a) Strong self-awareness and pursuit of individuality

The new generation employees have grown up in a social environment that emphasizes individual differences and multiculturalism, and they usually possess a strong sense of self-awareness. They have a clear understanding of their own preferences, strengths, and goals, and tend to pursue personalized expression and self-fulfillment.

(b) Open-mindedness and the ability to embrace new things

They possess a natural ability to accept new things and multiculturalism. They are willing to try a variety of different lifestyles, work methods, and thinking patterns, and maintain an open and critical attitude toward traditional concepts and practices.

(c) A strong awareness of career development planning

The new generation employees tend to have a relatively strong awareness of career development planning. They have a clear understanding of their own career goals and development directions, and will formulate detailed plans to achieve these goals. They will continuously seek opportunities and resources for career development, and enhance their own professional competence and comprehensive abilities, in order to adapt to changes and challenges in the workplace.

2.2.2 Definition of New Generation Employees in Multinational Corporation

New generation employees in multinational corporations refer to young practitioners who were born in 1991 or later and work for transnational operating enterprises. They grew up in an era of rapid Internet development, generally possess a sound educational background, and differ significantly from traditional employees in terms of values and work demands. They have witnessed the widespread adoption of the internet, the rise of smartphones, and the proliferation of social media. These technological transformations have not only shaped their lifestyles but also profoundly influenced their ways of thinking and value systems (Li et al., 2021).

2.3 Job Crafting

2.3.1 Definition of Job Crafting

The concept of job crafting was originally proposed by Wrzesniewski and Dutton (2001), who defined it as “the physical and cognitive changes individuals make in the

task or relational boundaries of their work.” Job crafting refers to the self-initiated changing behaviors that employees engage in, with the aim of aligning their work with their own preferences, motives, and passions (Wrzesniewski & Dutton, 2001) . They divided job crafting into three types: task crafting, relational crafting, and cognitive crafting. Task crafting refers to changing the number, scope, and type of tasks, as well as the allocation of employees across various tasks. Relational crafting refers to changing the modes or quality of interactions with other colleagues at work. Cognitive crafting refers to changing one's perceptions of work and relationships.

Subsequently, some scholars, based on the Job Demands-Resources (JD-R) model, positioned job crafting as a proactive behavior through which employees align job resources with job demands based on their own pursuits and abilities. This behavioral change may include employees spontaneously altering the scope of task execution, enhancing the work skills and professional knowledge required for the job, and rethinking the meaning of work (Tims et al., 2012).

In this study, job crafting refers to a process where individuals, driven by a strong need for personal development, proactively transcend traditional task and relational boundaries to redesign and innovate their work in a bottom-up manner. This self-initiated process not only enables individuals to redefine the meaning of their work but also helps them discover, create, and deepen its significance (Hu & Tian, 2015).

2.3.2 Related Research on Job Crafting

Job crafting can help employees cope with challenging and complex job demands, and effectively solve problems. It helps cultivate employees’ ability to work in a sustainable manner, thereby promoting sustainable and healthy career development. It helps employees take control of their own work, improve working methods, enhance work practices, and increase job performance (Zhang et al., 2012).

First, at the individual level, job crafting is a behavioral process in which employees use proactive behaviors to change their work content and methods in a bottom-up manner, thereby enabling their work to simultaneously satisfy personal needs and attain a sense of meaning (Tian et al., 2017). Therefore, factors such as personal traits, motivation, and individual resources have an impact. It is worth noting that employees’ perception of over-qualification also has an impact on job crafting. On the one hand, employees’ perception of over-qualification can promote their engagement in job crafting (Zhang et al., 2021); on the other hand, some studies based on human capital theory suggest that perceived over-qualification may be

negatively related to job crafting behaviors (Sun et al., 2020). Therefore, it is necessary to further clarify the relationship between the two.

At the organizational level, factors influencing job crafting mainly include leadership style, organizational support. With regard to leadership style, a relatively typical example is empowering leadership, which promotes employees' job crafting by granting them psychological empowerment. Empowering leaders assign leadership authority to employees, prompting them to increase structural resources and challenging demands. This helps employees become more proactive, feel more capable, experience less alienation, and exhibit higher willingness to engage, thereby making them more likely to participate in autonomous professional development and collaboration, which in turn improves work content and methods. In addition, transformational leadership helps create a non-punitive and open work atmosphere for employees, and enhances the availability of work training and work resources to employees (Song, 2020).

Based on the Ability-Motivation-Opportunity Theory, some scholars have confirmed that inclusive leadership is conducive to enhancing the work well-being of employees in the new era (Hou et al., 2022). In the rapidly changing transnational business environment shaped by information technology, as more and more new generation employees with strong individuality and diverse ideas join various organizations, inclusive leadership, which focuses on effectively managing a diverse workforce, has attracted considerable attention.

Some scholars have suggested in their research that employees may experience pressure due to factors such as the use of digital technology, which in turn leads them to engage in job crafting (Hou et al., 2020). In addition, other scholars have regarded job crafting as a strategy for coping with organizational change or new situations within organizations, prompting work within the organization to adapt to the demands of technological innovation and organizational transformation, and supporting new ways of working by optimizing processes, innovating collaborative models, and adjusting task allocation.

Therefore, this study mainly explored the effects of enterprise social media, inclusive leader, and employees' perceptions of over-qualification on job crafting of new generation employees in multinational corporations.

2.4 Enterprise Social Media Use

2.4.1 Definition of Enterprise Social Media Use

With the ongoing evolution and advancement of social media, it has gradually permeated various aspects of daily life and, concurrently, found increasing application in corporate business practices. This trend has given rise to the concept of Enterprise Social Media. Scholars suggest that organizations primarily utilize enterprise social media in two ways (Leonardi et al., 2013; Benitez et al., 2020): first, to communicate with external stakeholders such as customers, suppliers, and the public in order to achieve marketing and strategic objectives; and second, to facilitate internal communication aimed at enhancing work efficiency and organizational performance.

Gao and Chen (2023) defined enterprise social media as a social network used for external organizational communication with employees and business partners. In contrast, a broader consensus among scholars characterized it from an internal communication perspective, describing enterprise social media as platforms specifically designed and implemented for intra-organizational use to strengthen internal social connections (Zhang et al., 2019).

This study defines enterprise social media use as the organizational behavior through which employees publish, disseminate, search for, and receive information on social media platforms to address their personal needs.

2.4.2 Enterprise Social Media Use and Job Crafting

The use of enterprise social media breaks the temporal and spatial constraints on employees, broadly facilitating information and knowledge sharing, and accelerating the flow and accumulation of knowledge resources within the organization. At the same time, enterprise social media is characterized by visibility, which means that the information shared on the platform can be widely seen, and employees' task-related and social information becomes known throughout the organization. On this basis, employees can search for knowledge such as documents, project reports, or models related to their work on social media platforms according to their own needs, thereby performing their work more effectively. Overall, employees who have autonomy in their work are better able to engage in job crafting behaviors, and enterprise social media platforms provide resource support for employees to work autonomously, which can promote employees' work autonomy (Zhan & Zhu, 2020). Therefore, it can be argued that enterprise social media use enhances the degree of work autonomy, thereby encouraging employees to engage in job crafting behaviors.

Other research has indicated that enterprise social media use fosters a relaxed organizational atmosphere by helping employees build strong trust and friendships. In such an environment, employees are better positioned, both mentally and emotionally, to reflect on their work tasks, thereby creating favorable conditions for the emergence of job crafting behaviors (Tu & Zhao, 2023).

2.5 Inclusive Leader

2.5.1 Definition of Inclusive Leader

Inclusivity, originating from Western cultural contexts, was first applied in the field of education to address the increasing diversity among student populations. It was later introduced into the field of management by Nembhard and Edmondson (2006) to effectively manage diverse employees, giving rise to the emerging leadership style of inclusive leadership. The academic community currently widely adopts the concept proposed by Chatterjee et al. (2022), which defines inclusive leadership as focusing on employees' actions, actively listening to and respecting their needs, and demonstrating accessibility, openness, and effectiveness in interactions with organizational members.

Based on the viewpoint of Hantula (2009), inclusive leadership is defined in this study as a leader-follower relationship that is built upon recognition, responsiveness, respect, and responsibility.

2.5.2 Inclusive Leader and Job Crafting

Liu's (2021) research revealed that inclusive leadership enhances overall organizational efficiency by improving employees' work efficiency through the facilitation of organizational learning. When employees perceive support and trust from leaders, they are more willing to engage in job crafting, thereby creating a virtuous cycle of personal growth and organizational development.

By fostering close relationships with subordinates, inclusive leaders enable employees to set aside their concerns and openly discuss their job crafting ideas with their leaders (Cai et al., 2017). Such discussions are not merely about seeking approval from superiors for job crafting behaviors, but more importantly, they allow employees to obtain additional suggestions and resources from their leaders to facilitate job crafting. This significantly increases both the likelihood of implementing

job crafting and the alignment of job crafting behaviors with organizational goals.

2.6 Employees' Perceptions of Over-Qualification

2.6.1 Definition of Employees' Perceptions of Over-Qualification

Maynard et al. (2006) defined perceived over-qualification as an individual's perception that their education, abilities, and other qualifications exceed those required by a specific job, and this perception is relatively comprehensive. Subsequently, Li and Ding (2019) pointed out that perceived over-qualification refers to the extent to which an individual believes that they (or others) possess qualifications beyond what the job necessitates. Furthermore, perceived over-qualification is not only a perception formed when individuals compare their own qualifications with job requirements, but also a perception of their current standing in their career development.

Perceived over-qualification among employees can lead to negative outcomes. Firstly, in terms of satisfaction and behavior, it tends to reduce employees' job satisfaction and negatively impacts their life satisfaction within close social relationships. This study uses the widely accepted definition of Maynard et al. (2006), which conceptualizes employees' perceived over-qualification as an individual's perception that their educational level, talents, and other attributes are higher than what is demanded by the particular job position.

2.6.2 Employees' Perceptions of Over-Qualification and Job Crafting

At present, particularly among the new generation of employees who constitute the backbone of the workforce, they are more likely to experience perceived over-qualification. Paying attention to the phenomenon of perceived over-qualification among these new-generation employees not only helps them focus on their own development but also enables organizations to better cultivate and manage this cohort in practical human resource practices.

Liu (2015) found that employees with a sense of over-qualification often expand their job scope within the organization and proactively improve and refine relevant institutional norms. Moreover, they may engage in broader work activities beyond their job requirements, such as proactive behaviors. Job crafting is one such proactive behavior (Gao & Duan, 2022), manifested through individuals actively altering job characteristics to better align their abilities with their work. Ma et al. (2019) found

that employees' increased engagement in job crafting is partly attributable to the misfit between the individual and the environment.

2.7 Conceptual Framework

Based on the above literature, this study constructed a framework of the influencing factors of job crafting among new generation employees.

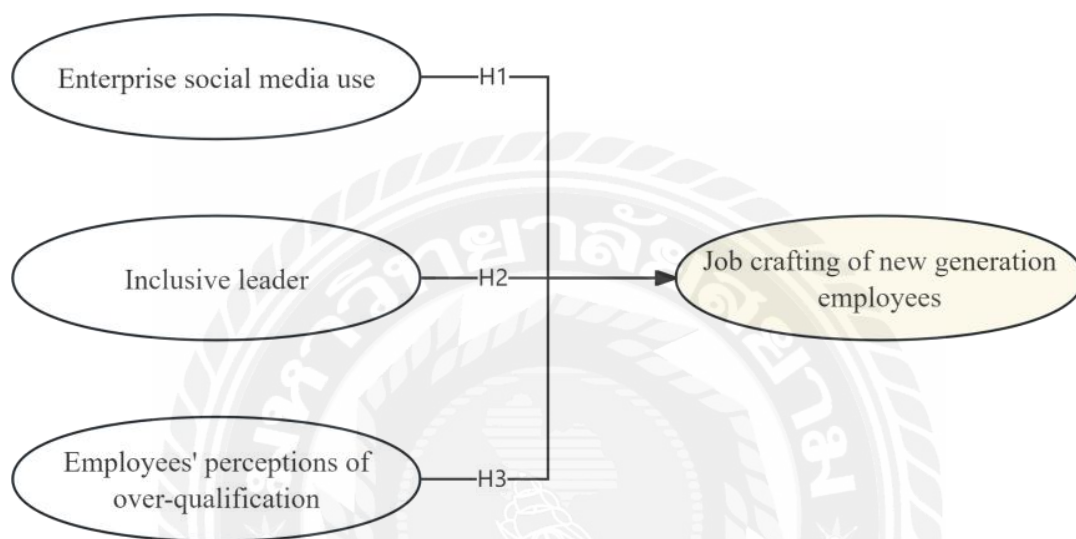


Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

After completing the hypothesis derivation and theoretical model construction, this chapter focuses on the variables involved in the model. Through quantitative research and drawing upon established scales, and in accordance with the specific context of this study, the measurement items for each variable were specified, thereby forming the survey questionnaire for this research. Subsequently, SPSS was employed to analyze the collected data, and the results confirmed that the measurement scale possessed good reliability and validity, laying a solid foundation for the subsequent formal investigation. Finally, this chapter provides a detailed description of the distribution and collection of the survey questionnaires.

3.2 Hypothesis

Employees who have autonomy in their work are better able to engage in job crafting behaviors. Enterprise social media platforms provide resource support for employees to carry out their work independently, which can enhance their work autonomy. It can be argued that the use of enterprise social media can increase the degree of work autonomy, thereby promoting employees' job crafting behaviors (Tu & Zhao, 2023). This study proposed the following hypothesis:

H1: Enterprise social media use positively influences job crafting of new generation employees in multinational corporation.

In the process of job crafting, employees' energy is continuously consumed. Whether job crafting can obtain more energy from the external environment determines whether employees' job crafting behaviors can bring about positive individual performance and organizational performance. Inclusive leadership, by delivering more positive feedback to subordinates, enables them to face work with more positive emotions and deeply appreciate the meaning of their work, thereby promoting employees' autonomous engagement in job crafting behaviors (Meyer et al., 2010). This study proposed the following hypothesis:

H2: Inclusive leader positively influences job crafting of new generation employees in multinational corporation.

For employees with a high level of perceived over-qualification, they tend to hold strong confidence in their own abilities, and may even develop a tendency toward overconfidence. This excessive confidence is likely to lead them to underestimate the complexity and challenges of their current work, believing that existing tasks can be accomplished with minimal effort. As a result, their willingness to proactively adjust and optimize their work content is weakened, ultimately exerting a negative impact on their job crafting behaviors (Ma et al., 2019). This study proposed the following hypothesis:

H3: Employees' perceptions of over-qualification negatively influence job crafting of new generation employees in multinational corporation.

3.3 Population and Sample

As a benchmark export-oriented enterprise featuring specialization, refinement, differentiation and innovation in the field of architectural door, window and glass processing equipment, Shandong Maichen CNC Equipment Co., Ltd. has long cultivated emerging Russian-speaking markets and become a mainstream domestic supplier of intelligent production lines for door and window manufacturing in Russia and Central Asian countries. The company can truly reflect the current state of work-life integration among employees in the context of multinational manufacturing operations, which aligns closely with the theme of this research. This study selected all 420 employees of Maichen CNC Equipment Co., Ltd. as the subjects for data collection.

3.4 Research Instrument

This study focused on the new generation of employees. According to the definition of new generation employees adopted in this study, the questionnaire is restricted to those born in 1991 and thereafter. A screening question was set prior to the formal questionnaire to confirm whether the respondents meet this criterion.

The measurement scales used in this study were developed based on a comprehensive literature review, incorporating well-established scales from both domestic and international publications. These scales were adapted to align with the specific context of Chinese employees.

The questionnaire consisted of five sections, covering the demographic information of multinational employees, as well as measurement scales for Enterprise Social Media Use, Inclusive Leadership, Employees' Perceptions of Over-qualification, and Job Crafting. The distribution of measurement items for each section is presented in Table 3.1. With the exception of demographic information, all variables in this study were measured using a five-point Likert scale, where 1 represented "strongly disagree" and 5 indicated "strongly agree."

Table 3.1 Questionnaire Design

Questionnaire Structure	Content	Range of Items
Part 1	Demographic information of participants	Gender, age, and marital status, etc.
Part 2	Enterprise Social Media Use	1-4
Part 3	Inclusive Leadership	5-8
Part 4	Employees' Perceptions of Over-qualification	9-12
Part 5	Job Crafting	13-16

This study measured the variable of enterprise social media use by adopting the scale developed by Mäntymäki and Riemer (2016), which contained four items, as shown in Table 3.2.

Table 3.2 Enterprise Social Media Use Scale

Variable	Number	Item
Enterprise Social Media Use	1	I use enterprise social media to obtain work progress and business updates from cross-regional teams.
	2	I believe that enterprise social media helps bridge the communication gap between teams.
	3	I often use enterprise social media to participate in online meetings or discussions across different time zones.
	4	I rely on enterprise social media to coordinate

		task assignments and schedule arrangements with overseas colleagues.
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This study measured the variable of inclusive leadership by adopting the scale developed by Peng et al. (2017), which contained four items, as shown in Table 3.3.

Table 3.3 Inclusive Leadership Scale

Variable	Number	Item
Inclusive Leadership	5	My leader encourages mutual respect and understanding among members of cross-border teams.
	6	My leader values and adopts feedback from teams in different regions.
	7	My leader actively fosters a work atmosphere in which members of cross-border teams feel accepted.
	8	My leader respects and embraces diverse values and work styles when handling cross-border matters.

This study measured the variable of employees' perceptions of over-qualification by adopting the scale developed by Maynard et al. (2006), which contained four items, as shown in Table 3.4.

Table 3.4 Employees' Perceptions of Over-qualification Scale

Variable	Number	Item
Employees' Perceptions of Over-qualification	9	With my educational background and work experience, I am capable of handling work tasks that are more challenging than my current position.
	10	Compared with my foreign colleagues at the same level, my abilities are clearly underestimated.
	11	I often feel that my current work tasks are too simple for me and do not require much effort.
	12	If I could work in a position that is more suitable for me, I would make a greater contribution to

		the company.
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This study measured the variable of job crafting by adopting the scale developed by Ghitulescu (2006), which contained four items, as shown in Table 3.4.

Table 3.5 Job Crafting Scale

Variable	Number	Item
Job Crafting	13	I voluntarily take on additional job-related tasks that help me develop my professional capabilities.
	14	When dealing with tedious and high-pressure work tasks, I actively adjust my mindset and reinterpret the value of my work.
	15	I actively join team discussions and work-sharing sessions to deepen professional interactions with colleagues.
	16	I regularly reflect on my work conditions and proactively adjust my perceptions and expectations toward my job.

3.5 Data Collection

This study distributed the questionnaires electronically by Wenjuanxing platform, generating a questionnaire link and QR code for online access.

To ensure the validity of the returned questionnaires and to reduce the psychological concerns of the respondents, a statement was provided on the cover page of the questionnaire, indicating that the survey was anonymous and would be used solely for academic research, with a commitment that all responses would be kept strictly confidential.

The data collection period for this study was two weeks. A total of 420 responses were collected. After screening based on completion time and content quality, 392 valid questionnaires were retained, resulting in a valid response rate of 93.3%.

3.6 Data Analysis

Reliability and validity tests

The reliability of a questionnaire is primarily used to determine whether its measurements are stable and dependable. It is necessary to examine reliability in order to assess whether the latent variables corresponding to the set of items can be used for reliable estimation, thereby ensuring the quality of the survey questionnaire.

This study first conducted a reliability test on the questionnaire data using SPSS, with Cronbach's alpha coefficient employed to assess the reliability of each measurement scale. The evaluation criteria for Cronbach's alpha coefficient are as follows: generally, the alpha value ranges from 0 to 1. In practice, an alpha value greater than 0.8 indicates excellent reliability; an alpha value between 0.7 and 0.8 indicates good reliability; an alpha value between 0.6 and 0.7 indicates acceptable reliability; and an alpha value below 0.6 indicates poor reliability, suggesting that the items need to be adjusted or deleted.

The questionnaire data were subjected to the KMO measure of sampling adequacy and Bartlett's test of sphericity to assess the validity of the scales. The evaluation criterion for the KMO measure is as follows: when the KMO value is greater than 0.6, it indicates that the questionnaire items are generally suitable; when the KMO value is less than 0.6, it suggests that the items are not suitable for factor analysis.

Correlation analysis

This study used SPSS to examine the correlations between the three independent variables—enterprise social media use, inclusive leadership, and employees' perceptions of over-qualification—and job crafting of the new generation of employees in multinational corporations. The absolute value of the correlation coefficient r reflects the strength of the correlation between variables; the larger the value, the stronger the correlation.

Multiple Regression Analysis

Hypothesis testing further analyzed the causal relationships and the strength of effects among variables. This study used SPSS to conduct multiple linear regression to examine the direct effects of the three independent variables on the dependent

variable.

3.7 Reliability and Validity Tests

3.7.1 Reliability Test

Table 3.6 Reliability Test Results

Scale	Number of Items	Cronbach' s α
Enterprise social media use	4	0.867
Inclusive leadership	4	0.845
Employees' perceptions of over-qualification	4	0.829
Job crafting	4	0.853
Total	16	0.847

The results in Table 3.6 show that Cronbach's α values of all variables and the whole scale in this study are greater than 0.8, indicating that the scales used in this study have good reliability.

3.7.2 Validity Test

Table 3.7 Validity Test Results

KMO	Approximate chi-square	df	Sig
0.796	1247.24	283.715	0.000

According to the data in Table 3.7, KMO values of the scales used in this study are all greater than 0.7, and the corresponding significance levels are all 0.000. Therefore, the validity is considered appropriate.

Chapter 4 Findings

4.1 Descriptive Statistics of Respondents

Table 4.1 Descriptive Statistics of Respondents

Demographic	Item	Frequency	Percent (%)
Gender	Male	212	54.1
	Female	180	45.9
Demographic	Item	Frequency	Percent (%)
Age	25 and below 25 years old	62	15.8
	26-30years old	179	45.7
	31-35 years old	151	38.5
Demographic	Item	Frequency	Percent (%)
Marital status	Married	169	43.1
	Single	223	56.9
Demographic	Item	Frequency	Percent (%)
Education level	Below Bachelor's Degree	76	19.4
	Bachelor's Degree	154	39.3
	Master's Degree	110	28.1
	Doctor's Degree	52	13.2
Demographic	Item	Frequency	Percent (%)
Years of employment	Less than 1 year	62	15.8
	1-5 years	124	31.6
	6-10 years	155	39.5
	More than 10 years	51	13.1
Demographic	Item	Frequency	Percent (%)
Job Category	Senior Management	24	6.1
	R&D and Technical Staff	72	18.4
	Sales & International Trade	81	20.7
	Production Workshop Staff	154	39.3
	Administrative Functional Staff	39	10.0
	Grassroots Management Positions	22	5.5

The gender distribution was relatively balanced, with 212 males (54.1%) and 180 females (45.9%).

The age structure was predominantly composed of mid-career employees, with the 26-30 age group representing the largest segment (179 individuals, 45.7%), followed by the 31-35 age group (151 individuals, 38.5%).

Marital status showed a slightly higher proportion of unmarried employees, with the unmarried group exceeding the married group by 13.8%. The overall education level was relatively high, with bachelor's degree holders and above accounting for 80.6% of the sample.

Work experience demonstrated a diverse distribution: 155 individuals (39.5%) had 6-10 years of experience, representing the largest group, followed by 124 (31.6%) with 1-5 years, 62 (15.8%) with less than 1 year, and 51 (13.1%) with over 10 years.

There are 154 production workshop staff, accounting for 39.3% of the total sample and forming the largest employee group of the enterprise. A total of 81 staff are engaged in sales and international trade, taking up 20.7%, which reflects a sizable team for overseas business. R&D and technical staff number 72, representing 18.4% and demonstrating abundant technical talent reserves. Administrative functional staff amount to 39, accounting for 10.0%. There are 24 senior management personnel and 22 grassroots management personnel, accounting for 6.1% and 5.5% respectively.

4.2 Correlation Analysis

Table 4.2 Correlation Analysis Results

	Enterprise social Media use	Inclusive leader	Employees' perceptions of over-qualification	Job crafting
Enterprise social media use	1			
Inclusive leader	0.307**	1		
Employees' perceptions of over- qualification	0.284**	-0.251*	1	
Job crafting	0.381**	0.416**	-0.292**	1
Notes: * $p < 0.05$, ** $p < 0.01$				

This study conducted a Pearson correlation analysis to examine the relationships among enterprise social media use, inclusive leadership, employees' perceptions of

over-qualification, and job crafting of new-generation employees in multinational corporation. The results are presented in Table 4.2. The correlation results indicated that enterprise social media use was significantly positively correlated with job crafting ($r = 0.381$, $p < 0.01$), inclusive leadership was significantly positively correlated with job crafting ($r = 0.416$, $p < 0.01$), and employees' perceptions of over-qualification were significantly negatively correlated with job crafting ($r = -0.292$, $p < 0.01$). These findings preliminarily demonstrated scientifically logical relationships among the variables in this study, thereby laying the groundwork for subsequent hypothesis testing.

4.3 Multiple Regression Analysis

Table 4.3 Multiple Regression Analysis Results

Variables	Unstandardized Coefficients		Standardized coefficient	t	p	VIF
	B	Std. Error	Beta			
(Constant)	0.814	0.136	-	3.397	0.000**	-
Enterprise social media use	0.275	0.037	0.179	4.211	0.000**	1.844
Inclusive leader	0.148	0.040	0.214	3.921	0.000**	2.241
Employees' perceptions of over-qualification	-0.283	0.025	-0.342	5.733	0.000**	1.937
R ² : 0.656; Adjusted R ² :0.647; F= 241.397; p-value= 0.000**; Durbin Watson = 1.839						

This study used multiple linear regression analysis to examine the independent effects of enterprise social media use, inclusive leadership, and employees' perceptions of over-qualification on job crafting of new-generation employees in multinational corporation. The results demonstrated that the overall regression model was statistically significant ($F = 241.397$, $p < 0.01$), with an R^2 of 0.656, indicating strong explanatory power. Specifically, both enterprise social media use (Beta = 0.179, $p < 0.01$) and inclusive leadership (Beta = 0.214, $p < 0.01$) showed significant positive predictive effects on job crafting. In contrast, employees' perceptions of over-qualification (Beta = -0.342, $p < 0.01$) had a significant negative impact on job crafting. With the largest absolute value of the standardized coefficient, this variable emerged as the most influential predictor in the model. Furthermore, all variance inflation factor (VIF) values were below the critical threshold, confirming the absence of severe multicollinearity in the model. A Durbin-Watson statistic of 1.839, being

close to 2, verified that there was no autocorrelation among the error terms.

4.4 Hypothesis Test Results

The hypotheses proposed in this study were tested using multiple regression analysis. The hypothesis test results all yielded positive outcomes, as shown in Table 4.4.

Table 4.4 Hypothesis Test Results

Hypothesis number	Hypothesis Statement	Result
H1:	Enterprise social media use positively influences job crafting of new generation employees in multinational corporation.	Supported
H2:	Inclusive leader positively influences job crafting of new generation employees in multinational corporation.	Supported
H3:	Employees' perceptions of over-qualification negatively influence job crafting of new generation employees in multinational corporation.	Supported

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study centered on the driving factors of new-generation employees' job crafting within multinational corporations. Grounded in Self-Regulation Theory and Conservation of Resources Theory, this study conducted literature review and inductive analysis to clarify the internal mechanism underlying new-generation employees' job crafting behaviors in multinational corporations. Taking Shandong Maichen CNC Equipment Co., Ltd. as the research case, primary data were collected by distributing questionnaires for empirical testing, and the research conclusions are presented as follows.

Enterprise social media use positively influences the job crafting of new generation employees in multinational corporation.

This result is consistent with the findings of previous scholars (Hou et al., 2020; Tu & Zhao, 2023). Enterprise social media serves as an open and transparent information hub for employees. Within such platforms, staff can access task briefings, official reports and other work documents, as well as share personal insights gained from their job practice. These functions facilitate organizational knowledge sharing and information transmission, furnishing employees with ample resources to conduct work autonomously. Furthermore, ESM eliminates temporal and spatial barriers to internal communication, enabling extensive interactions between colleagues and cultivating a positive workplace climate. Such favorable conditions empower employees to redesign their job boundaries, which explains why the usage of enterprise social media can foster employees' job crafting behaviors.

Inclusive leader positively influences the job crafting of new generation employees in multinational corporation.

This finding further enriches and extends the research outcomes documented by Liu et al. (2017) and Cai et al. (2017). On the one hand, new generation employees possess diverse personal characteristics. The openness of inclusive leadership allows them to retain their individuality and uniqueness within the organization and realize their personal values. In addition, the accessibility of inclusive leaders provides employees with abundant opportunities to discuss issues related to job crafting with supervisors. During such communications, employees can receive guidance from

superiors, while leaders can timely grasp the thoughts of new-generation employees, thereby creating a virtuous interactive cycle.

Employees' perceptions of over-qualification negatively influence the job crafting of new generation employees in multinational corporation.

This result is consistent with the findings of Sun et al. (2020). Employees with perceived over-qualification are prone to attribute their high performance in task completion to their outstanding personal capabilities rather than external objective factors such as task simplicity and organizational support, which further generates differentiated motivations and behavioral tendencies regarding job crafting. On the other hand, perceived over-qualification tends to induce negative work attitudes including slackness and job burnout. Such employees prefer to passively fulfill basic job requirements and are reluctant to engage in job crafting, a type of spontaneous and proactive behavior for work optimization.

5.2 Recommendation

5.2.1 Fully Recognize the Strategic Value of Enterprise Social Media in Cross-Border Collaboration

Companies should proactively embrace the role of a “digital bridge.” In multinational contexts, where employees operate across disparate time zones, cultures, and linguistic environments, managers must devote particular attention to those less familiar with global digital platforms. This can be achieved through the provision of multi-tiered training initiatives and locally adapted user guides, thereby facilitating the mitigation of technological acclimatization challenges. Furthermore, managers are advised to disseminate unambiguous task briefs and cross-time-zone operational protocols via the platform on a regular basis, coupled with the timely delivery of performance-related feedback, to guarantee the seamless circulation of information among diverse teams. Crucially, managers ought to actively utilize social media to orchestrate cross-regional knowledge-sharing sessions and collaborative troubleshooting efforts, thus elevating the platform's function from that of a rudimentary communication tool to a central nexus for knowledge exchange and joint innovation. Such efforts will enable employees to tangibly appreciate the platform's contribution to enhancing efficiency in transnational operations.

Organizations are advised to cultivate a well-structured competitive climate, institute equitable career advancement frameworks, and uphold transparent policy-

making channels that encourage employee input. By vesting employees with an appropriate level of decision-making authority, firms can ensure that their workforce discerns a coherent sense of purpose and tangible value in their daily undertakings, particularly within the context of an increasingly digitized workplace.

5.2.2 Implement an Inclusive Leadership Approach

When recruiting and selecting managers, enterprises should regard inclusiveness as a key criterion. Meanwhile, organizations may recognize and reward those leaders who demonstrate inclusive leadership behaviors, thereby setting positive examples and encouraging other managers to follow suit.

At the organizational level, companies should actively promote workforce diversification across multiple dimensions, including gender, ethnicity, culture, and professional backgrounds. Through targeted recruitment, promotion, and training initiatives, firms can steadily enhance the diversity of their employee base and foster a more inclusive working environment.

At the institutional level, organizations need to formulate and implement policies that support diversity and inclusion, such as flexible work arrangements and family care programs, in order to address the differentiated needs of various employee groups.

At the team level, it is advisable to advocate for the formation of cross-departmental and cross-cultural diverse teams, encouraging employees from different backgrounds to collaborate closely, thereby strengthening both team inclusiveness and innovative capacity.

5.2.3 Unlock the Potential of Over-qualified Employees

To mitigate the negative effects of perceived over-qualification, organizations should focus on transforming this perception into a developmental asset for employees. Specifically, this can be achieved by assigning challenging tasks that extend beyond their conventional role boundaries, supported by adequate resources and authorization, thereby allowing their "surplus" qualifications to be fully utilized. Meanwhile, companies should establish regular mechanisms such as skills competitions and innovation awards, complemented by both honorary and material incentives, to help employees gain a renewed sense of value through achievement. This process enables them to reshape their work roles, effectively converting a

potentially negative perception into proactive job crafting behavior.

5.3 Future Research

Against the backdrop of cultural diversity within multinational corporations, the potential impacts of disparate cultural backgrounds on employees' job crafting remain understudied. The sample of this study was sourced and collected exclusively from Chinese-language online platforms based in China, and all respondents shared traditional East Asian cultural origins. However, multinational corporations commonly feature diverse work teams and cooperative partners with mixed cultural identities. Such groups tend to demonstrate heterogeneous responses to job crafting, alongside distinct individual-level outcomes. Accordingly, future research may delve deeper into the moderating or predictive role of individual cultural differences within the proposed theoretical model.

This study focuses the factors influencing job crafting behaviors among the specific group of new-generation employees. Its findings are not universally generalizable, and further research is required to verify whether the conclusions apply to all employee cohorts.

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Appendix

Dear Sir/Madam,

Greetings!

Thank you very much for taking your precious time to complete this questionnaire. This survey is conducted for the research titled ***Driving Factors of New-Generation Employees' Job Crafting in Multinational Corporations***. Please read each question carefully and answer them truthfully based on your actual work experience.

All responses are collected anonymously. We guarantee that all survey data will be used solely for academic research purposes only, so please feel free to fill out the questionnaire with confidence.

We sincerely appreciate your participation and support!

(Single-choice question) This survey is primarily intended for the new generation of employees. Based on the research design, we invite those born in 1991 or later to participate. Does your year of birth meet this requirement?

- ☐ Yes
- ☐ No (Please skip to the end of the questionnaire and submit your response.)

Demographic Information (Please tick the appropriate box for each question)

1. What is your gender?

- ☐ Male
- ☐ Female

2. What is your age?

- ☐ 25 and below 25 years old
- ☐ 26–30 years old
- ☐ 31–35 years old

3. What is your marital status?

- ☐ Married
- ☐ Single

4. What is your highest level of education?

- ☐ Below Bachelor's Degree
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctor's Degree

5. How long have you worked in your current company?

- ☐ Less than 1 year

- ☐ 1–5 years
- ☐ 6–10 years
- ☐ More than 10 years

6. Which of the following categories best describes your job position?

- ☐ Senior Management
- ☐ R&D and Technical Staff
- ☐ Sales and International Trade
- ☐ Production Workshop Staff
- ☐ Administrative Functional Staff
- ☐ Grassroots Management Positions

Please answer the following questions according to your actual work conditions.

1. I use enterprise social media to obtain work progress and business updates from cross-regional teams.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

2. I believe that enterprise social media helps bridge the communication gap between teams.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

3. I often use enterprise social media to participate in online meetings or discussions across different time zones.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

4. I rely on enterprise social media to coordinate task assignments and schedule arrangements with overseas colleagues.

- ☐ Strongly disagree
- ☐ Disagree

- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

5. My leader encourages mutual respect and understanding among members of cross-border teams.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

6. My leader values and adopts feedback from teams in different regions.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

7. My leader actively fosters a work atmosphere in which members of cross-border teams feel accepted.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

8. My leader respects and embraces diverse values and work styles when handling cross-border matters.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

9. With my educational background and work experience, I am capable of handling work tasks that are more challenging than my current position.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

10. Compared with my foreign colleagues at the same level, my abilities are clearly underestimated.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

11. I often feel that my current work tasks are too simple for me and do not require much effort.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

12. If I could work in a position that is more suitable for me, I would make a greater contribution to the company.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

13. I voluntarily take on additional job-related tasks that help me develop my professional capabilities.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

14. When dealing with tedious and high-pressure work tasks, I actively adjust my mindset and reinterpret the value of my work.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

15. I actively join team discussions and work-sharing sessions to deepen professional interactions with colleagues.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure

- ☐ Agree
- ☐ Strongly agree.

16. I regularly reflect on my work conditions and proactively adjust my perceptions and expectations toward my job.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Not sure
- ☐ Agree
- ☐ Strongly agree.

This concludes the questionnaire. We sincerely appreciate your time and participation. Wishing you every success in your work, good health, and all the very best.

