

Job Crafting and Organizational Citizenship Behavior among Head Nurses

Ehsan Hussein Gouda ⁽¹⁾, Maha Abdeen Abdeen⁽²⁾ & Aisha El-Sayed El-Araby ⁽³⁾

⁽¹⁾ B.SC Nursing, Zagazig University, ⁽²⁾ Assistant Professor of Nursing Administration, Faculty of Nursing, Zagazig University & ⁽³⁾ Lecturer of Nursing Administration, Faculty of Nursing, Zagazig University

Abstract

Background: Crafting of jobs enhances the employee-job relationship, which then leads to positive organizational consequences such as workplace commitment and increased organizational citizenship behavior. Moreover, when the head nurse has a high level of organizational citizenship behavior, they can ultimately enhance the tendency towards help and exchange of information, foster a sense of responsibility, and motivation and increase work quality and patient satisfaction. **Aim of the study:** Was to determine the relation between job crafting and organizational citizenship behavior among head nurses. **Subjects and Methods: Research design:** A descriptive correlation design was utilized in this study. **Setting:** This study was conducted at zagazig university hospitals. **Subjects:** All head nurses working in all units at zagazig university Hospitals (n=93). **Tools of data collection:** Two tools were used for data collection :Tool I: job crafting scale, and Tool II: organizational citizenship behavior questionnaire. **Results:** the study reveals that 83.3 % of head nurses had a high level of engagement in job crafting activities. As well, the majority of head nurses had a high level of organizational citizenship behavior (91.40%). **Conclusion** job crafting was positively and significantly correlated to organizational citizenship behavior. **Recommendations:** Organization should apply continuous awareness workshop for nurse managers regarding job crafting in different work settings among different managerial positions. Additionally, reward system should be introduced to the head nurses who demonstrate organizational citizenship behaviors

Key words: Head nurses, Job Crafting, Organizational Citizenship Behavior

Introduction

Head nurses play a crucial management role because they can influence the success of healthcare organizations, particularly at the unit level. Their role is critical in the development and retention of the staff as well as, in the responsibility of ensuring that the hospital's mission is translated into daily practice ⁽¹⁾. Moreover, head nurses are heavily exposed to psychological stress in their daily work. Their role has become highly complex and challenging due to the nonlinear, dynamic, and unpredictable nature of the health care system today. As a result, creating a pleasant working environment and implementing administrative policies that improve nurses' integration with their workplace and encourages job crafting are essential ⁽²⁾.

Job crafting is an individual behavior that aims to change the boundaries of an individual's work

through modeling and actively, cognitively, and physically readjusting one's work activity. This phenomenon allows individuals to play a certain role by "creating" their own job, and changing the conditions in which they perform their duties. It is a proactive behavior initiated by the employee, and is not explicitly mentioned as any job requirement, but it allows people to reset their competencies, desires, expectations and career aspirations. Job crafting influences what, how, when, and with whom one's job is performed, modifying the purpose and significance. Thus, job crafting is related to job satisfaction, and improvement in the performance of the work itself ⁽³⁾.

According to job identity model job crafting can take three different forms as follow: **Task crafting** refers to the changes employees make to either the type or amount of work they do. This implies that employees take the personal initiative to change the exact tasks that they carry out (e.g., do

different tasks), change the way they work (e.g., change their work process), and/or change the timing of their tasks (e.g., completing complex tasks in the morning when they have high energy levels, while completing routine tasks in the afternoon when they have less energy or by working flexible hours). By exerting control over one's work experiences, employees make their work their own. Controlling one's work is especially important as it also minimizes negative feelings (e.g., alienation) that employees may have towards their work, while it is also evident that if employees optimize the resources in their jobs, they will improve their overall well-being and perform better⁽⁴⁾

Relational crafting refers to the control employees have over the people at work they interact with. Employees may actively choose to what extent and how they work with and approach different colleagues (e.g., working with difficult colleagues differently as compared to supportive colleagues), and to what extent they get involved in social activities (e.g., welcoming new employees or attending work parties). Employees participate in crafting to satisfy their need to connect and build social relationships with others⁽⁵⁾.

Cognitive crafting refers to the way an employee makes changes to their perception about their job to attach more meaning to their work. Cognitive crafting enables employees to continuously re-evaluate how work influences them personally by changing the way they think about it, while also continuously examining how connected they are with their work. By changing the task, relational, and cognitive boundaries of their jobs, employees can shape the meaning of their professions, and as a result, influence their work identities accordingly⁽⁶⁾.

Additionally, Job crafting helps employees to take into account their

individual needs, and accordingly they can redesign their job processes to create sustainable changes within the organization. Job crafting also facilitates the process of creating change as employees feel enthusiastic, energetic, and engaged in challenging the status quo. Organizations through job crafting encourage employees to try out new ways of doing things. The level of boredom, frustration, emotional exhaustion, and burnout decrease dramatically when employees are given the freedom to seek new resources to address the monotony of performing the same routine activities with the help of existing resources⁽⁷⁾.

Crafting of jobs enhances the employee-job relationship, which then leads to increased employee satisfaction and positive organizational consequences such as work engagement, workplace commitment and increased organizational citizenship behavior (OCB). While, Job Crafting includes employees changing certain actions of the way they do work, how they see their work and the way they interact with others at work. OCB incorporates specific behaviors that go beyond the call of duty and are useful to the organizations but are not normally rewarded.⁽⁸⁾

Organizational citizenship behavior (OCB) consists of a set of voluntary behaviors that are not part of the individual's formal duties. OCB is carried out by the employees without being directly considered by the formal progress system of the organization. However, it leads to effective and improved fulfillment of organizational roles and responsibilities⁽⁹⁾.

More ever, OCB is an optional role that is performed based on voluntary feelings. These behaviors include taking voluntary creative and innovative measures to improve one's work or organizational performance, persevering with extra excitement and energy to complete one's work,

volunteer to take additional responsibility, and encourage others in the organization to do the same. OCB relates to a single employee's endeavor to go above and beyond in the workplace. Assisting colleagues to complete tasks or provide help at work⁽¹⁰⁾.

Antecedents of organizational citizenship behavior: There are so many antecedents of OCB. They are categorized into attitudinal variables, individual characteristics, and work environment. The attitude variables are the attitude towards the job, agreeableness, organizational culture, and commitment, whereas the individual characteristics include adjustability, agreeableness, conscientiousness, and optimism. The work environment includes adjustability, conscientiousness, leadership, organizational support, task characteristics, organizational climate, and human resource practices. The human resource management practices implemented by the organization are taken as the determinants. It is limited to manpower planning, performance appraisal, training and development, compensation, motivation, and human resource development practices⁽¹¹⁾.

High OCB is manifested through behavior in the form of altruism, sportsmanship, consciousness, courtesy, and civic virtue. Thus, behaviors that reflect OCB may enhance employee commitment to the organization, secure the organization, drive the organization forward, and create a quality work life that is favorable to every member of the organization⁽¹²⁾.

Moreover, when the head nurse has a high level of OCB, they can ultimately enhance the tendency towards help and exchange of information, foster a sense of responsibility, motivation and satisfaction within the organization, and greatly reduce the level of

turnover, absenteeism and frustration. In addition, senior nurses who are satisfied with their performance will share from the heart leading to the provision of highly valued patient services. For these reasons, OCB is indispensable for establishing more accurate communication and cooperation between health staff, managers and workers in order to increase work quality and patient satisfaction⁽¹³⁾.

Significance of the Study:

Organizational citizenship behavior (OCB) has received significant attention in recent years, particularly in healthcare institutions. It can be considered as one of the facilitating factors that affecting the enhancement of quality of care, improving efficiency and employees' involvement, and generally provides a good work environment. As a result, identifying factors that influence the development of OCB have received more attention in nursing. On the other hand, job crafting can build well-being in the form of increased commitment, job satisfaction, and reduced burnout over time which subsequently leads to increased OCB.

By job crafting, head nurses can deal with changes and adapt to challenges and limitations caused by their job. When they engage in job crafting, they can create ways to restore meaning in their work by changing tasks or creating opportunities for interpersonal connection.

In Zagazig University Hospitals, head nurses have a critical role in managing nursing units. They directly have to deal with a variety of key players in the health care system, such as staff nurses, top and middle managers. Therefore, it is important to determine the relationship between job crafting and organizational citizenship behavior among head nurses at Zagazig University Hospitals.

Aim of the study:

The aim of the study was:

To determine the relation between job crafting and organizational citizenship behaviors among head nurses at Zagazig university hospitals.

Research questions:

- What is the level of job crafting among head nurses?
- What is the level of organizational citizenship behavior among head nurses?
- What is the relation between job crafting and organizational citizenship behaviors among head nurses

Subjects and Methods:

Research design:

A descriptive correlation design was adopted to carry out this study.

Study Setting:

This study was conducted at Zagazig University Hospitals which includes two sectors involving eight teaching hospitals. The Emergency sector includes five hospitals; New-Surgical hospital, Internal-Medicine hospital, Emergency hospital, Outpatient hospital and Delivery and Premature hospital. El-Salam sector includes three hospitals; Cardiac and Chest hospital, El-Salam hospital, and Pediatric hospital.

Study Subjects:

It included All head nurses who have at least one-year experience as a first-line nurse manager, working in all units at Zagazig University Hospitals (n=93) distributed as follows (9 head nurses) in New-Surgical Hospital, Internal-Medicine Hospital (7head nurses), Emergency Hospital (8 head nurses), outpatient hospital (28 head nurse), Delivery and Premature Hospital (6 head nurses), Cardiac and Chest Hospital (15 head nurses), El-Salam Hospital (11 head nurses), and Pediatric Hospital (9 head nurses).

Tool for data collection:

In order to fulfill the objectives of the study two tools were used to collect necessary data:

Tool 1: Job Crafting Scale (JCS):

This tool contained two parts as follows:

Part 1: Personal and job characteristics of head nurses, developed by the researchers to collect data about age, gender, years of experience, and educational qualification...etc.

Part 2: Developed by **Slemp & Vella-Brodrick** ⁽¹⁴⁾ to measure the level to which head nurses engage in job crafting activities. It included 15 items that are grouped into three dimensions; namely task crafting (five items), relational crafting (five items), and cognitive crafting (five items).

Scoring system:

The head nurses' responses were measured on a three-point Likert scale ranged from always (3) to never (1). The head nurse's score was considered a high level of engagement in job crafting activities if it is >75%, moderate job crafting level if it is ≥ 50% - <75% and a low job crafting level if it is < 50%.

Tool II: Organizational citizenship behavior questionnaire :It was developed by **Netemeyer et al.** ⁽¹⁵⁾ to assess organizational citizenship behaviors among head nurses. It contains 12 items grouped under four subscales: sportsmanship (three items), civic virtue (three items), conscientiousness (three items) and altruism (three items).

Scoring system:

The head nurses' responses were measured on a three-point Likert scale ranged from always (3) to never (1). Score < 50% represents a low level of organizational citizenship behavior, from ≥ 50% - <75% for moderate organizational citizenship behavior, and >75% for high organizational citizenship behavior.

Content Validity and Reliability:

The questionnaire was translated into Arabic; and then content and face validity were established by a panel of five experts at the Faculty of Nursing, Zagazig University. Experts were requested to express their opinions and comments on the tool and provide any suggestions for any additions or

omissions of items. According to their opinions, all recommended modifications were performed by the researcher. Tool (I) was tested for their reliability using Cronbach's alpha, which was 0.75. Tool (II) The reliability of the questionnaire was tested using the internal consistency method that used Cronbach alpha coefficient and it was 0.73.

Field work:

The field work of this study was executed in from the middle of August to the middle of September 2020. The final forms of the questionnaire sheets were handled to head nurses in their work setting by the researcher to elicit their opinions. The researcher met head nurses in each unit in the morning shift after finishing their work to distribute the questionnaires after clarifying the purpose of the study. Head nurses completed the questionnaires at the same time of distribution and took about 10-15 minutes.

Pilot study:

A pilot study was carried out on 10 % of study subjects (9 head nurses) to test applicability, feasibility, practicability of the tools. In addition, to estimate the time required for filling in the questionnaire sheets. Head nurse were selected randomly and they were not excluded from the main study sample as there were no modifications according to their responses in pilot study.

Administration and Ethical consideration:

Official permissions were obtained from the dean of the Faculty of Nursing, Zagazig University, and approval to conduct the study was obtained from the medical and nursing directors of the hospital and the head nurses of each department after explaining the nature of the study. An individual oral consent was received from each participant in the study after explaining the purpose of the study. Head nurses

were given an opportunity to refuse or to participate and they were assured that the information would be used confidentially and used for the research purpose only. Confidentiality was confirmed by maintaining anonymity of subjects' data.

Statistical Analysis:

Analysis of quantitative data: Data entry and statistical analysis were done using the statistical package for social science (SPSS) version 24.0. Quantitative data were expressed as the mean \pm SD & median (range), and qualitative data were expressed as absolute frequencies (number) and relative frequencies (percentage). Percent of categorical variables were compared using Chi-square test. Spearman's correlation coefficient was calculated to assess relationship between various study variables. Simple linear regression test was used to study the effect of independent variable on the dependent variable. All tests were two sided. P-value < 0.05 was considered statistically significant, $p < 0.01$ was considered statistically highly significant and $p\text{-value} \geq 0.05$ was considered statistically insignificant (NS).

Results:

Table (1): shows personal and job characteristics of head nurses. According to the table, 34.4% of head nurses aged from 45 to 50 years old with a mean age 43.7 ± 4.5 . While 12.9 % were age equal or more than 50 years old. As well, the majorities of them were married (96.8%). As regards head nurses educational level, 89.2% of them had bachelor degree of nursing. Additionally, more than half of them had less than 20 years of experience.

Figure 1 illustrates level of engagement in job crafting activities among head nurses. This figure presents that 89 % and 80% of head nurses had a high level of engagement

in cognitive crafting and task crafting activities, respectively. On the other hand, 26% of them had a low level in relational crafting activities. Additionally, 83.3 % of head nurses had a high level of engagement in total job crafting activities.

Figure 2 illustrates levels of organizational citizenship behavior domains among head nurses. This figure presents that 95.7 % and 90.3% of head nurses had a high level toward the altruism and conscientiousness, respectively. On the other hand, 66.7% of them had moderate level toward civil virtue and 6.5% of them had low sportsmanship level.

Table 2 clarifies the correlations between the different study variables as reported by head nurses. This table displays that job crafting was significantly and positively correlated with organizational citizenship behavior ($r=0.336$, $P < 1.001$).

Table 3 shows relation between personal job characteristics of head nurses and different study variables, the table, represents that there were no statistically significant relation between head nurses' personal characteristics and their job crafting where (p -value < 0.05). Additionally, there was statistically significant relationships between head nurses' organizational citizenship behavior and their personal characteristics regarding years of experience ($p=0.039$).

Discussion:

Crafting of jobs has a significant impact in enriching employee-job relationship which in turn leads to increased employee satisfaction and affirmative organizational consequences such as work involvement, workplace commitment and increased organizational citizenship behavior. Furthermore, most management systems promote organizational citizenship behavior as a means of reinforcing organizational efficiency, increase workers' engagement, developing competence, promote teamwork, and inter organization collaboration.

Additionally, it decreases the costs of mistakes and usually delivers a worthy work environment Safan et al. ⁽¹⁶⁾ Therefore, the aim of this study was to determine the relation among job crafting, work involvement and organizational citizenship behavior among head nurses at Zagazig University Hospitals.

Regarding the level of engagement in job crafting activities; the findings of this study showed that cognitive crafting and task crafting domains were the highest mean scores of head nurses' job crafting domains .While, the lowest was for relational crafting domain.

This might be due to that the head nurses play an active role in the health care system and are responsible for the implementation of health care programs and standards of patient care. They think about in what way their job gives their life purpose, think about the methods in which their work positively impact their life and reveal on the role their job had for their overall well-being as well as they give favorite to work activities that suit their abilities or interests.

The previous study findings are in agreement with those of other previous studies as the one carried out by Kalyan et al. ⁽¹⁷⁾ ,in South India, entitled making our job hospitable-assessment of job crafting behavior and revealed that the higher mean score was in cognitive crafting followed by task and relational crafting, and the another study done by Gu-Ne& Lee ⁽¹⁸⁾ , In Korea, to explain how performing job crafting affected organizational performance and they found that cognitive crafting showed the highest mean score .

Conversely; these findings are contradicted with Chang et al. ⁽¹⁹⁾ , in South Korea, who studied the association of happiness and nursing work environments with job crafting and they revealed that the cognitive crafting domain has the lowest mean scored while relationship crafting having the highest score.

Additionally, the present study findings showed that the highest percentage of head nurses had a high level of engagement in job crafting activities. This finding might be due to that head nurses can set challenging goals for their own work, seek and accept feedback, grow and improve continually, or may engage in more interactions with their staff. They also perceive their jobs important and meaningful, so they may be intrinsically motivated to craft their jobs to improve work process and achieve a desired level of job performance.

The current study finding is in agreement with previous studies, such as the one conducted by Baghdadi et al. ⁽²⁰⁾, in the United Kingdom Saudi Arabia, to investigate the relationship between job crafting and work engagement; and another one conducted by Petrou et al. ⁽²¹⁾, who explored the role of employee job crafting in organizational change contexts of different nature, and they found that the level of job crafting was high.

Contradicting to the previous results a study carried by Saad & Ahmed ⁽²²⁾, to assess the emotional stability and its relation to job crafting in Egypt, and demonstrated that the job crafting level was low. Also, Huang et al. ⁽²³⁾, in China, examined the relationship between job crafting and organizational commitment in Chengdu university hospitals, and they found that the mean score of overall job crafting was at a moderate level.

Regarding the level of organizational citizenship behavior domains; this study findings revealed that the highest mean score was for altruism which means employees' voluntary behaviors to assist others and to work, while the lowest was for civil virtue. This might be due to Most of the Head nurses help in orientation of new nurses, willingly gave of their time to others, and always were ready to lend a helping hand to around them.

These findings were in agreement with that of Elsayed et al.

⁽²⁴⁾, who found that the dimension of altruism had the highest mean, but civic virtue had the lowest mean. And, Tofighi ⁽²⁵⁾ in Iran, who examined the relationship between emotional intelligence and organizational citizenship behavior in teaching hospitals and found that altruism mean score was higher than the other mean scores.

In contradictions with the current study finding, Nafei ⁽²⁶⁾ in Egypt, who conducted a study to provide empirical evidence on the relationships between psychological capital on quality of work life and organizational citizenship behavior and reported that the civic virtue dimension had the highest mean score, while conscientiousness dimension was the lowest.

Regarding the level of organizational citizenship behavior; this study findings showed that the most of head nurses had a high level of organizational citizenship behavior. The potential explanation for this result may be attributed to the fact that the head nurses may do more than is required. They may help each other out when necessary, take the time to advice, coach, or mentor each other, or volunteer for extra work assignment. Furthermore, head nurses prefer to assist particular others, such as colleagues, nursing staff, patients or even their families, rather than keeping up with the significant issues within the organization.

The current study findings go in the same line with that of a study conducted by Özlük & Baykal ⁽²⁷⁾. In Turkey, to determine the relationship between organizational citizenship behavior, organizational trust and job satisfaction, Elsayed et al. ⁽²⁴⁾ in Egypt, investigated the relationship between psychological capital and organizational citizenship behavior. Additionally, this result at same line with a study conducted by Aloustani et al. ⁽⁹⁾ in Iran, studied the association between ethical leadership, ethical

climate and organizational citizenship behavior. All the previous studies found that level of organizational citizenship behavior was high .

Conversely, the previous result goes in disagreement with that of a study conducted by Bahrami et al. ⁽³⁰⁾, in Iran, where they assessed the relationship between organizational perceived justice and organizational citizenship behavior. Additionally, Khalid et al. ⁽³¹⁾, who investigated the impact of organizational perceived justice on organizational citizenship behavior, in Pakistan, and they found that the mean score of the organizational citizenship behavior was moderate.

With regard to the correlations between the different study variables; the present study findings revealed that there was a positive statistically significant correlation between job crafting and organizational citizenship behavior. The previous study results might be due to that head nurses who able to engage in job crafting activities, tend to be proactive and open to new information, and motivated to perform well in their work. Also, job crafting stimulate employee successful as well it is used by employees as a strategy in order to stimulate their well-being, creativity, and organizational citizenship behavior.

The previous study findings go in the same line with Mahmoud ⁽³²⁾, who found that there was statistically significant correlation between head nurses job crafting and work involvement and their organizational citizenship behavior, Shusha ⁽³³⁾ also looked at the relationship between job crafting and organizational citizenship behavior in a medical center. The results from his study concluded that there was indeed positive relationship between job crafting and OCB. This is the same view of Demeroutiet al. ⁽³⁴⁾ who suggested that job crafting stimulate employee successful as well and it is used by employees as a strategy in order to stimulate their well-

being, creativity, and organizational citizenship behavior.

Regarding the relationship between studied head nurses' personal and job characteristics as regards the different study variables; there were no statistically significant relationships between head nurses' job crafting behaviors as regards their personal and job characteristics. These results might be due to that there were other factors that affect head nurses' engagement in job crafting activities such as strengths, personality, motives, and values.

These results are supported by a study conducted by Demerouti et al. ⁽³⁴⁾ about job crafting interventions who reported that age and marital status had no impact on job crafting. Conversely, these findings disagreed with those studies carried out by Romeo et al. ⁽³⁶⁾, who revealed that years of experience and educational level had impact on job crafting. Likewise, the study conducted by Saad & Ahmed ⁽²²⁾, who demonstrated a highly statistically significant relationship between job crafting, age, and years of experience.

Also, there is a significant relationship between job crafting, gender, and educational level , Additionally, the current study results showed that there was statistically significant relationships between head nurses' organizational citizenship behavior as regards their years of experience These results might be related to head nurses who have longer work experience tend to value their job more, which in turn tends to promote organizational citizenship behavior in an individual's work behavior.

These results are matching with Altuntaş & Baykal ⁽³⁸⁾, who reported that organizational citizenship behavior levels increase in parallel with their years of experience in the institution. On the contrary, this finding is in disagreement with a study conducted by Mabrouk and Elshrief ⁽³⁹⁾, who concluded that there was no statistical

significant relation between organizational citizenship and socio demographic characteristics except with age, El Badawy et al. ⁽⁴⁰⁾ who provided evidence that there was no significant association between employees' genders, age, years of experience, and educational levels with organizational citizenship behavior in both Egypt and Mexico. And, Elnahas et al. ⁽⁴¹⁾, who investigated the relationship between organizational citizenship behavior and quality of work life in port said hospitals, and found that there were no statistically significant relationship between organizational citizenship behavior and age (years), gender, educational qualification, marital status and years of experience.

Conclusion:

Head nurses had a high level of engagement in job crafting activities and organizational citizenship behavior. Additionally, there was a positive statistically significant correlation between job crafting, and organizational citizenship behavior.

Recommendation:

Based on findings, the study recommended:

- 1- Managers should create a positive and desirable climate for staff to increase their responsibility and commitment to remain with the organization to reach organizational goals.
- 2- Reward system should be introduced to the head nurses who

demonstrate organizational citizenship behaviors.

- 3- When hiring new employees, managers should attract and select persons who are capable of crafting their jobs to deal effectively with the frequent world challenges and changes.
- 4- Organization should apply continuous awareness workshop for nurse managers regarding job crafting in different work settings among different managerial positions and prepare them to meet future job challenges with greater control.
- 5- Organizations should identify facilitators and barriers of head nurses' job crafting across positions and unit types and provide various opportunities for education and training to promote job crafting.

Further research:

- There is an urgent need for intervention studies to develop strategies for promoting organizational citizenship behavior.
- Replication of this study in a wider context of multiple hospitals to provide comparative design and facilitate generalization of the study findings
- Future intervention studies of job crafting should be carried out in future research on levels other than head nurses.

Table 1: Percentage distribution of personal and job characteristics of head nurses (n=93)

Items	No.	Percent%
Age (year)		
35-<40	22	23.7
40-<45	27	29.0
45-<50	32	34.4
≥50	12	12.9
Mean ± SD		
43.7±4.5		
Marital status		
Single	3	3.2
Married	90	96.8
Hospital		
El- Salam	11	11.8
Emergency	8	8.6
Delivery and premature	6	6.5
Cardiac and chest	15	16.1
Internal Medicine	7	7.5
New surgical	9	9.7
\Outpatient	28	30.1
Pediatric	9	9.7
Scientific qualification		
Master in nursing	10	10.8
Bachelor degree in nursing	83	89.2
Years of experience		
< 20	49	52.7
>20	44	47.3
Mean ± SD		
21±4.2		

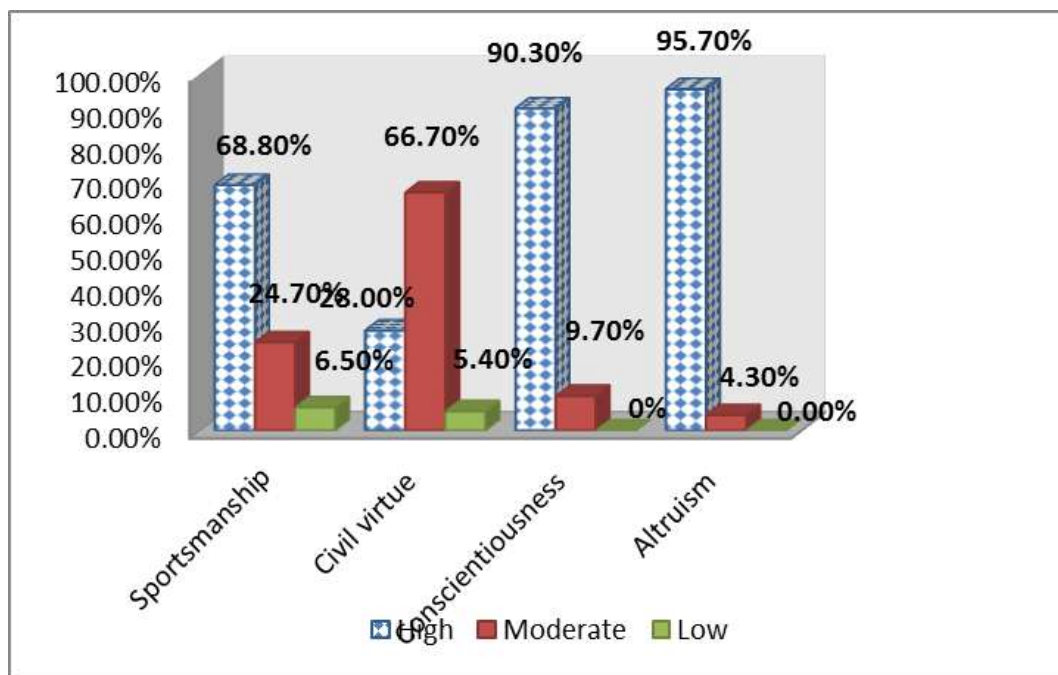


Figure 1: level of engagement in job crafting activities among head nurses (n=93).

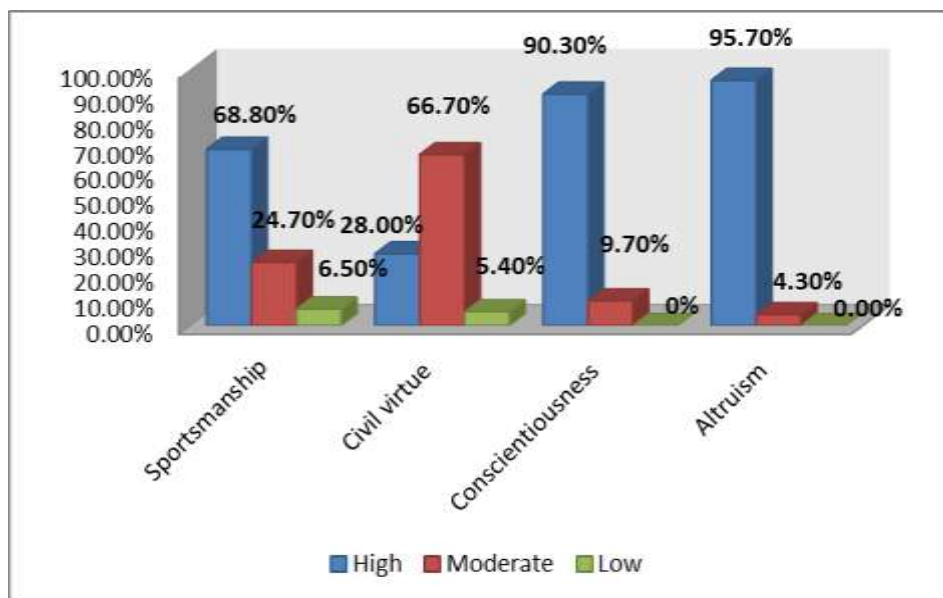


Figure (2) levels of organizational citizenship behavior domains as reported by head nurses

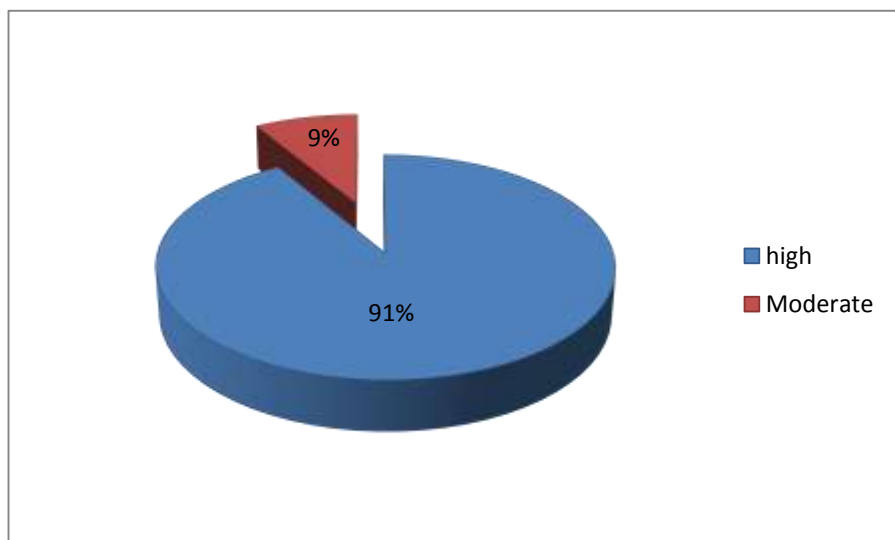


Figure (3): Level of organizational citizenship behavior among head nurses (n=93)

Table 2: Correlation matrix between the different study variables as reported by head nurses (n=93)

Study variables	Job crafting		Organizational citizenship behavior	
	R	P	R	P
Organizational citizenship behavior	0.336	<1.001**		

** : statistically highly significant ($p < 0.001$)

Table 3: Relationship between personal and job characteristics of the head nurses and job crafting level (n=93)

Personal and job characteristics	Total job crafting Level				χ^2	P-value	
	Good (n= 78)		Fair (n=15)				
	No.	%	No.	%			
Age in years	35-<40	17	21.8	5	33.3	3.136	0.371
	40-<45	22	28.2	5	33.3		
	45-<50	27	34.6	5	33.3		
	≥50	12	15.4	0	0.0		
Marital status	Single	2	2.6	1	6.7	0.678	0.410
	Married	76	97.4	14	93.3		
Hospital	EI- Salam	10	12.8	1	6.7	11.77 9	0.108
	Emergency	7	9.0	1	6.7		
	Delivery and premature	4	5.1	2	13.3		
	Cardiac and chest	9	11.5	6	40.0		
	Internal Medicine	6	7.7	1	6.7		
	New surgical	9	11.5	0	0.0		
Scientific qualification	Outpatient	26	33.3	2	13.3	0.308	0.857
	Pediatric	7	9.0	2	13.3		
Years of experience	Master	8	10.3	2	13.3	0.080	0.143
	Bachelor degree	70	89.7	13	86.7		
Years of experience	< 20	38	48.7	11	73.3	0.080	0.143
	>20	40	51.3	4	26.7		

Continued, table 3: Relationship between personal and job characteristics of the head nurses and organizational citizenship behavior level(n=93)

Personal and job characteristics	Level of organizational citizenship behavior				χ^2	P-value	
	Good (n= 85)		Fair (n=8)				
	No.	%	No.	%			
Age in years	35-<40	18	21.2	4	50.0	5.797	0.122
	40-<45	24	28.2	3	37.5		
	45-<50	32	37.6	0	0.0		
	≥50	11	12.9	1	12.5		
Marital status	Single	3	3.5	0	0.0	0.292	0.589
	Married	82	96.5	8	100.0		
Hospital	El- Salam	9	10.6	2	25.0	8.450	0.295
	Emergency	8	9.4	0	0.0		
	Delivery and premature	5	5.9	1	12.5		
	Cardiac and chest	13	15.3	2	25.0		
	Internal Medicine	7	8.2	0	0.0		
	New surgical	7	8.2	2	25.0		
	Outpatient	28	32.9	0	0.0		
	Pediatric	8	9.4	1	12.5		
Scientific qualification	Master	9	10.6	1	12.5	0.119	0.942
	Bachelor degree	76	89.4	7	87.5		
Years of experience	< 20	42	49.4	7	87.5	4.255	0.039*
	>20	43	50.6	1	12.5		

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