

Job Crafting, Work Involvement and Organizational Citizenship Behavior among Head Nurses

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Abstract

Head nurses who are job crafters have greater work involvement, showed high levels organizational citizenship behavior, go an extra mile in their formal work, responsibilities and give their energy and time for their hospitals to succeed. **This study:** Aimed to determine the relation among job crafting, work involvement and organizational citizenship behavior among head nurses. **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:** Three tools were used: job crafting scale, job involvement questionnaire and organizational citizenship behavior questionnaire. **Results:** Indicated that 83.3 % of head nurses had a high level of engagement in job crafting activities. As well, 84.90% of head nurses had a high level of work Involvement. Additionally, the majority of head nurses had a high level of organizational citizenship behavior (91.40%) **Conclusion:** job crafting was positively and significantly correlated to work involvement and organizational citizenship behavior. As well, there was positive and significant correlation between head nurses' work involvement and their organizational citizenship behavior. Furthermore, work involvement is a strong positive predictor of job crafting. **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.

Keywords: Head nurses, Job Crafting, work Involvement, Organizational Citizenship Behavior

Introduction

Head nurse is a professional nurse who is in charge of a single hospital unit where nursing care is provided and serves as a link between top, middle management levels and staff nurses. Head nurses are also in charge of implementing health-care plans and maintaining patient-care standards. They supervise and evaluate the quality of patient care performed by the staff. As well as, encourage the nursing staff to provide the quality of nursing care, promote and utilize the quality assurance of the program standards (Shaaban et al., 2014).

Currently, since jobs are more challenging and complicated than in the past, it is critical for head nurses to change the way they do work and job characteristics. Because working within formal job descriptions is not sufficient today; it is expected that the head nurses will show greater initiative and proactively contribute more to the work environment (Karabey & Kerse, 2017). Also, head nurses may try to improve their work characteristics, designing work tasks, changing how they perceive their work and negotiate job content when required. Simply put, this process of employees modifying and remodeling their jobs is called job crafting (Sharma & Nambudiri, 2020). Job crafting is the consequence of an informal process that employees engage in order to align their profession with their personal interests and values .As a result of this process, employees have the opportunity to redesign their work (Kerse, 2018). Job

crafting implies a series of activities that make jobs more meaningful by spontaneously altering the works assigned to an individual, which are the physical and cognitive changes in one's works or in an associated sector to one's works, while the individual does not limit the working scope stated in the job description. Job crafting is also an action of reducing aspects that can have a negative impact on the individual beyond increasing the one's workload or deepening the relationship with people. In other words, job crafting implies that the individual actively changes the environmental requirements and the available resources in addition to the resources that the person possesses (Yoon et al., 2019). By job crafting, head nurses can make better use of their skills and abilities, resulting in more creativity. Crafting structural and social job resources were positively correlated with employee well-being, including high work involvement. Minimizing the emotional, mental or physical workload can reduce the appropriate level of challenge, which may result in a less stimulating environment and decreased one's work engagement. As explained above, Employees may be more tempted to increase their job resources and challenging job demands, which may eventually affect their innovation work behavior. Job crafting facilitates the whole process of change as the employees can better adapt to the changing situation by seeking new resources required (Kim et al., 2018). Job involvement is the degree to which an individual is cognitively occupied, engaged in and interested in his current job. In other words, Job involvement is so important for a person to become involved in a certain issue that demands him to devote a certain amount of time and energy to the job at hand. In fact, employee work involvement is expected to have a significant impact not only on individual outcomes but also on various organizational outcomes such as organizational performance and organizational success (Hussein & Tahir, 2019). Job involvement concept consists of three dimensions; emotional, behavioral, and cognitive job involvement. Emotional job involvement: is the extent to which an employee is attached to his/her job. His attachment can be shown by his being happy, interested and proud of the job. While, behavioral job involvement refers to the degree to which an employee is behaviorally committed and dedicated to his job. For example it clarifies how often head nurses usually take extra-role behavior such as taking courses to enhance job related skills or thinking about the job after leaving the hospital. On the other hand, cognitive job involvement refers to the degree to which an employee has a power in his job by being empowered and authorized or deputized by the top management (Abu Aleinein, 2016). Additionally, employees who are involved in their jobs have been described as one whose job is an integral part of his/her self-definition. As such, employees who are involved in their work will typically attach and link themselves to the job by exerting cognitive, physical and emotional efforts and put significant effort towards the achievement of organizational goals (Kondratt & Garbers, 2016). 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 (Srivastava & Pathak, 2020). 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 progression system of the organization. However, it leads to effective and improved implementation of organizational roles and responsibilities. These include behaviors that employees voluntarily offer according to their personal choices. OCB is one of the most important factors in determining nurses' behaviors, attitudes, and interactions to provide high quality services (Aloustani et al, 2020). 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 (Dwirosanti, 2017). 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 (Huynh, 2019).

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 and work involvement 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. Head nurses who are deeply involved in their work are more likely to have a strong attachment to their hospital and a lower tendency to leave it. 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. Furthermore, their leadership and management performance were found to have a direct impact on the quality, safety of care, and the well-being of their staff members. Therefore, it is important to determine the relationship among job crafting, work involvement and organizational citizenship behavior among head nurses at Zagazig University Hospitals.

Aim

The present study aimed to determine the relation among job crafting, work involvement, and organizational citizenship behavior among head nurses at Zagazig university hospitals.

Research questions

1. What is the level of job crafting among head nurses?

2. What is the level of work involvement among head nurses?
3. What is the level of organizational citizenship behavior among head nurses?

Methodology

Design

A descriptive correlation design was used for this study.

Setting

This study was conducted at Zagazig University Hospitals.

Subjects

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)

Instruments

A questionnaire sheet was used to collect data for this study which was consisted of three tools:

Tool I: 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 (2013) 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). 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 $\geq 50\% - <75\%$ and a low job crafting level if it is $< 50\%$. The tool's reliability was determined by calculating its internal consistency using the Cronbach alpha coefficient, which was 0.75.

Tool II: Job Involvement Questionnaire (JIQ)

This tool was developed by Kanungo, (1982) to assess head nurses' job involvement level. It consists of 10 items, e.g. (Most of my interests are centered on my job; I have very strong ties with my present job which it would be very difficult to break). The head nurses' responses were measured on a three- point Likert scale ranging from agree (3) to disagree (1), with considering the presence of some negative points (reverse response). The scores of items number (2 and 7) are reversed. The scoring levels are arranging as follows; $< 50\%$ for low involvement level, from $\geq 50\% - <75\%$ for moderate involvement level, and $>75\%$ for high involvement level. Internal consistency was measured by Cronbach alpha. The alpha coefficient for the overall 10 items was 0.76.

Tool III: Organizational citizenship behavior questionnaire:

It was developed by Netemeyer et al. (1997) to assess organizational citizenship behaviors. It contains 12 items grouped under four subscales: sportsmanship (three items), civic virtue (three items), conscientiousness (three items) and altruism (three items). 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 $\geq 50\% - <75\%$ for moderate organizational citizenship behavior, and $>75\%$ for high organizational

citizenship behavior. The reliability of the questionnaire was tested using the internal consistency method that used Cronbach alpha coefficient and it was 0.73.

Fieldwork

The field work of this study was executed inform 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 (9head 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.

Content validity

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.

Administrative and ethical considerations

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

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 -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 that the majority of head nurses experienced high level of job involvement (84.90 %), while, 1.10% of them had a low level of job involvement.

Figure 3 presents the level of organizational citizenship behavior among head nurses. It is clear from this figure that 91.40 % of head nurses had a high level of organizational citizenship behavior, While, 9% of them had a moderate level of organizational citizenship behavior.

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 job involvement and organizational citizenship behavior ($r=0.416$, $P<1.001$ and $r= 0.336$, $P <1.001$, respectively). In addition, there was positive and significant correlation between head nurses' job involvement and their organizational citizenship behavior ($r= 0.343$, $P <1.001$).

Table 3 displays the effect of job involvement and organizational citizenship behavior on head nurses' job crafting. As obvious from this table, job involvement was strong positive predictor of head nurses' job crafting ($p <0.001$).

Table 4 show 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). As well, there were statistically significant relationships between head nurses' job involvement level as regards their hospital name and years of experience ($p = 0.01$ & 0.029 , respectively). Additionally, there was statistically significant relationships between head nurses' organizational citizenship behavior as regards their years of experience ($p=0.039$).

Table 1: 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	10	10.8
Bachelor degree	83	89.2
Years of experience		
< 20	49	52.7
>20	44	47.3
Mean	±	SD
21±4.2		

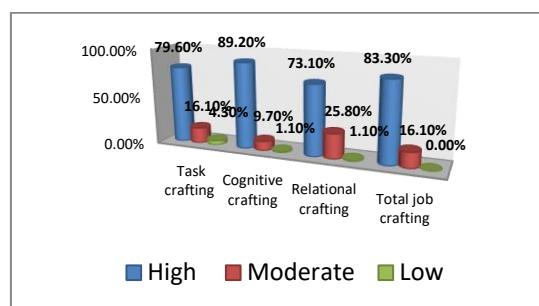


Figure 1: level of engagement in job crafting activities among head nurses (n=93)

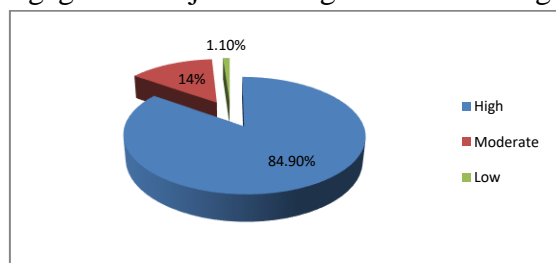


Figure 2: Levels of job involvement among staff nurse (n=93)

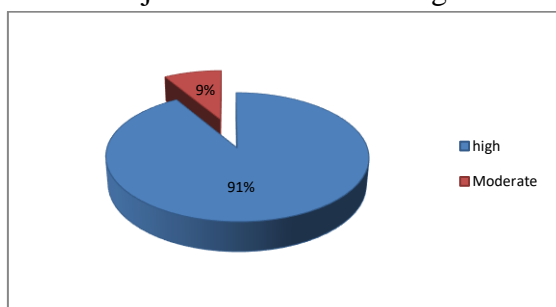


Figure (3): Level of organizational citizenship behavior among head nurses (n=93)

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

Study variables	Job crafting		Job involvement	
	R	P	r	P

Job involvement	0.416	<1.001**		
Organizational citizenship behavior	0.336	<1.001**	0.343	<1.001**

** : statistically highly significant (p<0.001)

Table 3: Multiple linear regression analysis to study the effect of job involvement and organizational citizenship behavior on head nurses' job crafting (n=93)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	B			Lower Bound	Upper Bound
(Constant)	1.740	.200		8.691	.000	1.342	2.137
Total score of job involvement	.328	.075	.416	4.369	<0.001**	0.179	0.477

** : highly significant (p<0.001)

R-square=0.173, ANOVA: F=19.089, P<0.01

Table 4: Relationship between personal and job characteristics of the head nurses and different study variables (n=93)

Personal and job characteristics		Total job crafting score				χ^2	P-value	Total score of head nurses' organizational citizenship behavior				χ^2	P-value
		Good (n= 78)		Fair (n=15)				Good (n= 85)		Fair (n=8)			
		No	%	No	%			No.	%	No	%		
Age in years	35-<40	17	21.8	5	33.3	3.136	0.371	18	21.2	4	50.0	5.797	0.122
	40-<45	22	28.2	5	33.3			24	28.2	3	37.5		
	45-<50	27	34.6	5	33.3			32	37.6	0	0.0		
	≥50	12	15.4	0	0.0			11	12.9	1	12.5		
Marital status	Single	2	2.6	1	6.7	0.678	0.410	3	3.5	0	0.0	0.292	0.589
	Married	76	97.4	14	93.3			82	96.5	8	100.0		
Hospital	El- Salam	10	12.8	1	6.7	11.779	0.108	9	10.6	2	25.0	8.450	0.295
	Emergency	7	9.0	1	6.7			8	9.4	0	0.0		
	Delivery and	4	5.1	2	13.3			5	5.9	1	12.5		

	premature												
	Cardiac and chest	9	11.5	6	40.0			13	15.3	2	25.0		
	Internal Medicine	6	7.7	1	6.7			7	8.2	0	0.0		
	New surgical	9	11.5	0	0.0			7	8.2	2	25.0		
	Outpatient	26	33.3	2	13.3			28	32.9	0	0.0		
	Pediatric	7	9.0	2	13.3			8	9.4	1	12.5		
Scientific qualification	Master	8	10.3	2	13.3	0.308	0.857	9	10.6	1	12.5	0.19	0.942
	Bachelor degree	70	89.7	13	86.7			76	89.4	7	87.5		
Years of experience	< 20	38	48.7	11	73.3	0.080	0.143	42	49.4	7	87.5	4.255	0.039*
	>20	40	51.3	4	26.7			43	50.6	1	12.5		

*: statistically significant (p<0.05)

Continued, table4: Relationship between personal and job characteristics of the head nurses and different study variables (n=93)

Personal and job characteristics		Total score of job involvement						χ^2	P-value
		High (n=79)		Moderate (n=13)		Low (n=1)			
		No.	%	No.	%	No.	%		
Age in years	35-<40	17	21.5	5	38.5	0	0.0	6.207	0.400
	40-<45	22	27.8	5	38.5	0	0.0		
	45-<50	28	35.4	3	23.1	1	100.0		
	≥50	12	15.2	0	0.0	0	0.0		
Marital status	Single	3	3.8	0	0.0	0	0.0	0.55	0.76
	Married	76	96.2	13	100.0	1	100.0		
Hospital	El- Salam	11	13.9	0	0.0	0	0.0	31.6	0.01**
	Emergency	6	7.6	2	15.4	0	0.0		
	Delivery and premature	5	6.3	1	7.7	0	0.0		
	Cardiac and chest	8	10.1	7	53.8	0	0.0		
	Internal Medicine	7	8.9	0	0.0	0	0.0		
	New surgical	7	8.9	1	7.7	1	100.0		
	Outpatient	28	35.4	0	0.0	0	0.0		
Pediatric	7	8.9	2	15.4	0	0.0			
Scientific	Master	8	10.1	2	15.4	0	0.0	6.78	

qualification	Bachelor degree	71	89.9	11	84.6	1	100.0		0.148
Years of experience	< 20	38	48.1	11	84.6	0	0.0	7.1	0.029*
	>20	41	51.9	2	15.4	1	100.0		

** : statistically highly significant ($p < 0.01$)

* : statistically significant ($p < 0.05$)

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 OCB. Furthermore, most management systems promote OCB as a means of reinforcing organizational efficiency, increase workers' involvement, 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. (2018). 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. The previous study findings are in agreement with those of other previous studies as the one carried out by Kalyan et al. (2018), 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 (2016),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. (2020), 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 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. (2020), in the United Kingdom Saudi Arabia, to investigate the relationship between job crafting and work engagement; and another one conducted by Petrou et al. (2017), 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 (2020), 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. (2020), 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. Concerning the distribution of total job involvement level among the head nurses; the results of this study revealed that the majority of head nurses were highly involved in their jobs. This might be due to that head nurses submerge themselves in their jobs, devote their time and energy, and consider work as a central part of their overall. The previous finding is congruent with previous studies, such as the one conducted by Mabrouk and Elshrief (2018), who assessed job involvement and its relation to the organizational citizenship behaviors in Egypt, and another one conducted by Ibrahem et al. (2017), who assess the relationship between motivation and job involvement, in Egypt, and they revealed that job involvement level was high. Conversely, the previous study finding is in disagreement with those studies such as the one conducted by Ravangard et al. (2014), who studied job involvement and personality traits in teaching hospitals, and another one conducted by Ghaderi and Shamsi (2013), who studied the job involvement, and emotional intelligence in Iran and they found that the job involvement level was moderate. Regarding the level of organizational citizenship behavior; this study findings showed that indicated 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 (2020). In Turkey, to determine the relationship between organizational citizenship behavior, organizational trust and job satisfaction, Elsayed et al. (2019) 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. (2020) 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. (2013), in Iran, where they assessed the relationship between organizational perceived justice (OJ) and organizational citizenship behavior. Additionally, Khalid et al. (2014), who investigated the impact of OJ on OCB, in Pakistan, and they found that the mean score of the OCB was moderate. With regard to the correlations between the different study variables and the predicting effect of job involvement and organizational citizenship behavior on head nurses' job crafting; the present study findings revealed that there was a positive statistically significant correlation between job crafting, work involvement and organizational citizenship behavior. Moreover, there was positive and significant correlation between work involvement and organizational citizenship behavior. Furthermore, work involvement is a strong positive predictor of head nurses' job crafting. 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. Head nurses who craft their job characteristics are more involved in their jobs. 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 (2017), who found that there was statistically significant correlation between head nurses job crafting and work involvement and their organizational citizenship behavior, Shusha (2014) also looked at the relationship between job crafting and OCB 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 Demerouti et al. (2015) 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. Furthermore, Tims et al. (2014), examined whether job crafting and work enjoyment could explain the well-established relationship between self-efficacy and job performance and they mentioned that employees who craft their job characteristics are more involved in their jobs. They added that job crafting allows employees to craft more challenges at work, and is a crucial method for increasing personal growth and job performance. As well, these findings are congruent with Mabrouk and Elshrief (2018), who reported that there was a statistical significant relationship between organizational citizenship and job involvement. 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. (2019) 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. (2019), who revealed that years of experience and educational level had impact on job crafting, likewise, Saad & Ahmed (2020), 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. As well, the current study results showed that there were statistically significant relationships between head nurses' job involvement level as regards their hospital and years of experience. These results might be due to that some people consider work as only earning money in life, but head nurses take it as an essential part of life. Also, head nurses who had more years of experience usually had high feeling of obligation to remain in the current hospital. The previous study findings go in the same line with Mabrouk and Elshrief (2018), who reported that there was no statistical significant relation between job involvement and socio demographic characteristics except with years of experience and Kalhor et al. (2018) in Iran, who indicated that positive and efficient organizational climate can improve job involvement. In other words, organizational climate made the employees involved with their job. Conversely, these findings disagreed with those studies carried out by Zaraket, (2017), who showed a significant relation between age and job involvement. 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 (2014), who reported that

OCB 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 (2018), who concluded that there was no statistical significant relation between organizational citizenship and socio demographic characteristics except with age, El Badawy et al. (2017) who provided evidence that there was no significant association between employees' genders, age, years of experience, and educational levels with OCB in both Egypt and Mexico. And, Elnahas et al. (2020), 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 OCB and age (years), gender, educational qualification, marital status and years of experience.

Conclusion

Head nurses had high levels of engagement in job crafting activities, work involvement and organizational citizenship behavior. Additionally, there was a positive statistically significant correlation between job crafting, work involvement and organizational citizenship behavior. Moreover, there was positive and significant correlation between work involvement and organizational citizenship behavior. Furthermore, work involvement is a strong positive predictor of head nurses' job crafting.

Recommendations

Based on the results of this study it is recommended that:

- 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.
- Reward system should be introduced to the head nurses who demonstrate organizational citizenship behaviors.
- 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.
- 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.
- 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.

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