

## Examining The Effect Of Job Crafting On Nurses' Retention Intentions: A Cross-Sectional Study.

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### Abstract:

**Objectives:** Healthcare systems face serious difficulties as a result of rising nurse turnover rates, which have a detrimental effect on patient outcomes and raise operating expenses. Even though it is acknowledged that keeping nurses on staff is crucial, variables like job discontent and burnout that contribute to turnover intentions are still not sufficiently addressed. One proactive way to address these problems and create a more dedicated and engaged staff is to help nurses develop job crafting skills. The purpose of this study was to examine the relationship between nurses' job crafting and their intention to remain at their current hospitals or to leave the nursing field. **Methods:** A self-reported online questionnaire employing the standardized Spanish version of the Job Crafting Scale was used in a cross-sectional, correlational investigation with a sample of 284 registered nurses. For the job crafting variable, statistically significant differences between two or more groups were identified using the Mann–Whitney U and Kruskal–Wallis nonparametric tests, respectively. To investigate the connections between the variables, the Spearman correlation coefficient was computed. **Results:** The average work Crafting Scale scores showed that the study's nurses possessed a high degree of work crafting. The intention to remain at work was significantly lower among nurses who scored lower on the "Decreasing impeding job demands" subscale. A lower intention to quit the nursing profession was substantially correlated with higher "Decreasing impeding job demands" ratings. There was a substantial correlation between nurses' intention to stay in hospitals and their intention to leave the nursing profession. **Conclusions:** Enhancing workload management, time management training, supportive supervision, resource availability, autonomy encouragement, team cooperation promotion, and mental health assistance are all ways to "reduce impeding job demands." It might result in more nurses staying in their jobs and in the nursing field. To effectively handle the difficulties of the worldwide nursing shortage, nursing managers and leaders should think about enhancing the work crafting skill "Decrease Hindering Demands" among nurses.

**Keywords:** Nursing, Job Crafting, Retention Intentions, intent to stay, A Cross-Sectional Study.

### INTRODUCTION:

In nursing, the term "job crafting" describes how nurses proactively and creatively alter or tailor their responsibilities, interactions, or perspective of their work to make it more fulfilling and meaningful. This tactic enhances the well-being of health professionals at work and lessens burnout by enabling them to tailor their roles to their individual talents,

interests, and values. Nurses are essential to the delivery of care because they work in a dynamic and demanding healthcare environment. In hectic, high-pressure settings, they oversee managing organizational expectations, delivering sophisticated patient care, and upholding professional relationships (Mudallal, 2017).

Burnout and dissatisfaction are caused by a number of factors, including heavy workloads, staffing shortages, emotional weariness, and a perceived lack of support. These factors can eventually result in high turnover rates and an increasing desire to leave. Nurses must constantly modify their professional practice to fulfill demands based on available resources in order to ensure care delivery. This entails defining their duties, controlling workplace stresses, and setting priorities for tasks that support patient-centered care. In addition to highlighting the vital role that nursing workforces play in healthcare systems, this difficult environment gives nurses the chance to participate in job crafting (Dall'Ora C., 2016; Esteves, 2017).

The idea of job crafting is based on how workers react to organizational changes at work. The term "job crafting" refers to both "the self-initiated adjustments that employees make in their own job demands and job resources to reach and/or optimize their personal (work) goals" and "the physical and cognitive modifications individuals make in the task or relational bounds of their work." According to the job demands–resources (JD-R) theory, work crafting is the term used to describe proactive employee practices that are intended to: (1) improve structural job resources; (2) minimize impeding job demands; (3) raise social job resources; and (4) increase challenging job demands. In the context of nursing practice, job crafting increases organizational performance and patient care in addition to increasing individual job satisfaction (Bakker, 2018; Cheng, 2020).

According to the literature, job creating is a potent tactic that nurses can use to maximize their own performance at work and promote a match between the individual and the organization. Job crafting is favorably correlated with nurses' satisfaction, well-being, personal empowerment, sustaining motivation, and quality of care, according to recent studies. But the majority of research has been on how job crafting and work engagement are positively correlated (Tims, 2010; Chang, 2020).

Researchers have shown that helping nurses develop their jobs results in more dedicated employees with higher levels of work engagement, better teamwork, and stronger relationships with coworkers, all of which may have a positive impact on nurses' intentions to stay employed at their organizations and in the nursing profession. According to a prior study, surgical residents who had significant plans to leave showed lower levels of work engagement and most job-crafting skills than those who did not. However, there are currently no studies on the connection between job crafting and nurses' desire to stay in their hospitals and careers (Gordon, 2018; Chang, 2020).

Clinical nursing practice greatly benefits from the connection between job crafting and nurses' will to remain. Examining how job crafting can enable nurses to stay in their roles is crucial given the rising rates of nurse turnover, which have a detrimental impact on patient outcomes and healthcare systems. The literature has extensively discussed the effects of nurse turnover on nursing staff, patients, organizations, and society. More precisely, it lowers job satisfaction by increasing stress and burnout among surviving nurses. Patient turnover increases the risk of medical errors, hospital-acquired infections, and higher death rates by jeopardizing patient safety and continuity of care (Tims, 2013; Wingerden, 2016).

Additionally, it exacerbates personnel shortages and places significant financial and operational strain on healthcare organizations due to training and recruitment expenses, eventually compromising the ability of healthcare systems to meet societal health needs. To mitigate the detrimental effects of voluntary turnover on care quality, organizational

expenses, and nurse well-being, hospitals must retain their nursing personnel. It is now important to develop tactics that aid in the recruitment and retention of nurses in light of the worldwide nursing shortage (Yepes, 2018; Baghdadi, 2020).

### METHODS:

A convenience sample of registered nurses employed in hospitals across Spain participated in this study. Medical, surgical, intensive care, emergency services, and operating room registered nurses were among the eligible participants. The necessary sample size was determined using the Raosoft sample size calculator. The sample size was calculated to be 377, taking into account a 50% population percentage, a 95% confidence level, and a 5% margin of error. The following were the requirements for nurses to be eligible to participate: (a) possessing a Bachelor of Science in Nursing; (b) being a registered nurse; (c) working in hospital settings; (d) having at least a year of experience; and (e) signing informed consent. The study did not include nurses with direct patient care duties who worked in administrative or non-clinical jobs.

#### **Data collection:**

An online questionnaire comprising the following sections was used to gather data: (1) study information and informed consent; (2) the Job Crafting Scale in Spanish; and (3) participant sociodemographic data. It was expected that completing the Google Forms-designed questionnaire would take ten to fifteen minutes. Through social media, 380 registered nurses were asked to take part in the study. Potentially qualified participants received a link to the questionnaires via social media, including WhatsApp. In order to promote participation, the questionnaire link was also shared on Facebook, particularly in private groups and nursing communities. The goal of the study, the confidentiality of the information gathered, and the fact that participation was entirely voluntary were all explained to the participants. A total of 320 surveys were completed, yielding an 84% response rate. To boost response rates and promote individual engagement, reminders were emailed over the month-long data collection period. Questionnaires that were not complete were excluded from the analysis. 284 Spanish nurses made up the study's final sample.

#### **Ethical Points:**

This study was conducted in compliance with the research proposal authorized by the relevant Institutional Review Board and followed the ethical guidelines of the Declaration of Helsinki. The goal of the study and the fact that participation was entirely voluntary with the option to leave at any moment were explained to the participants. By giving participants unique identifying codes and presenting data in a consolidated format to avoid individual identification, the authors protected confidentiality and anonymity. Only the research team had access to the encrypted digital files containing personal data. Every participant in the study gave their informed agreement to take part.

### MATERIALS:

The purpose of this study was to examine how job crafting affects nurses' intentions to remain in their current hospitals or to leave the nursing field.

#### **Job Crafting:**

The Job Crafting Scale's mean scores showed that nurses in the study had a high degree of job crafting, which is consistent with earlier studies where the subscale with the highest score was "Increasing structural job resources." In the study by Baghdadi et al. (2021), "Increasing social job resources" received the lowest score; nevertheless, in other

investigations, the nurses' lowest subscale score was Decreasing hampering job demands (Wan Q., 2018).

The intention to quit was considerably higher among nurses who scored lower on the "Decreasing impeding job demands" subscale. Additionally, correlation analysis revealed that lower "Decreasing impeding job demands" scores were associated with higher intentions to leave the nursing profession and lower intentions to remain at the work hospital. Given the paucity of study on job crafting in nursing to yet, no prior studies have been discovered to corroborate this theory. Therefore, more research is needed to confirm this first conclusion.

### **The importance of promoting the development of the 'Decreasing hindering job demands':**

The study's findings highlight the significance of encouraging the growth of the "Decreasing hindering job demands" job crafting skill to improve nurse retention. Nonetheless, this subscale has one of the lowest ratings in most of the research on job crafting in nursing that has been published to date, including this one. As a potential nurse retention strategy that could assist address the worldwide nursing workforce crisis, nursing managers and leaders should be aware of these findings and concentrate all their efforts on helping nurses develop this ability (Dominguez, 2018; Park, 2019).

### **Enhancing the job crafting levels of nurses and investing in their improvement:**

Emphasizing the importance of raising nurses' work crafting levels and investing in their development as a possible tactic that could aid in the successful management of one of the most important organizational problems: nursing staff retention. To improve nurses' job performance, nursing managers and leaders should aim to create a healthy workplace where nurses have the tools and support they need to adapt to the demands and intensity of their work. In addition to increasing nurses' work engagement, happiness, well-being, and quality of care, improving job crafting may also keep nurses from quitting their jobs and careers. The findings of this study may be helpful to nursing managers in making decisions and putting effective nursing staff-retention strategies into practice, given the anticipated nursing shortage in the upcoming years (De Simone, 2018; Von, 2014).

### **Recommendations:**

**Limitations and Future Research:** Because of the study's sample and design limitations, it is not appropriate to generalize its findings. Convenience sampling was used to gather the sample, which may limit the findings' applicability to the larger nursing community. To improve the representativeness of the findings, future research should think about using random sample techniques. Additionally, although it can affect views and experiences, the amount of time nurses had worked in their present hospital or unit was not a factor for qualifying. Future studies could gain a better grasp of how employment tenure affects the outcomes under investigation by including this variable.

Additionally, because the study design permits the establishment of connections between variables but not causality, the results should not be interpreted as causative. To avoid or lessen social desirability bias, participant replies were assured to be anonymous and confidential due to the self-reported nature of the data. The authors of this study did not take response rates into account when determining the sample size. Future research must address response rates to guarantee sufficient sample size and reduce bias in the results. Future study is needed to determine the relationship between work crafting and nurses' intention to stay or leave, as well as the efficacy of nurse retention initiatives based on enhancing job making skills. To compare the initial results of this study, it would be beneficial to do additional research in various contexts and study populations.

Additionally, studies demonstrating causation would give leaders and nurse managers more precise knowledge about the elements influencing nursing retention. The employment of a standardized and validated version of the Job Crafting Scale, which guarantees that the findings are comparable with those of other studies conducted in the healthcare field, is one of the study's strengths. This enhances the research's rigor and makes it easier to repeat the study in the future. Convenience sampling has inherent drawbacks, however 284 nurses from various units and specialties made up a sizable sample. The sample's variety enhances the interpretation of the findings by enabling a more thorough investigation of differences in job crafting and its connection to tenure intention.

### CONCLUSION:

This original study examined the association between nurses' job crafting and their intention to leave the nursing profession and remain at their work hospitals. Overall, the job crafting abilities of the nurses who took part in this study were good. Stronger ratings on the subscale measuring "Decreasing impeding job demands" indicated a considerably stronger intention among nurses to stay in their current position. Increased "Decreasing impeding job demands" tends to lower nurses' intentions to quit their jobs. To put it briefly, enhancing the ability to "reduce impeding job expectations" through workload management, time management training, supportive supervision, resource availability, autonomy encouragement, team collaboration promotion, and mental health assistance. It might result in more nurses staying in their jobs and in the nursing field. To effectively handle the difficulties of the worldwide nursing shortage, nursing managers and leaders should think about enhancing the work crafting skill "Decrease Hindering Demands" among nurses.

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