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Job crafting and Work Involvement as a Mediator to Promote Head Nurses' Organizational Citizenship Behavior at Mansoura University Hospitals

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Abstract: Today's human resource and management professionals have become interested in the concept of organizational citizenship behavior because they considered improving nurses Organizational Citizenship Behavior (OCB) is a crucial factor for developing organizations. It improves efficiency and generally provides a healthy work environment. The field of occupational health has started to pay increased attention to the concept of job crafting specifically in nursing profession. Job crafting was defined as employees' self-initiated, proactive behavior aimed at aligning their jobs with their own preferences, motives, and passions. Through job crafting, employees can optimize their work environment and work experience. This may affect both individual and organizational outcomes as wellbeing, performance, and job involvement. The aim of the present study is to determine relationships between job crafting and work involvement with head nurses' organizational citizenship behavior at Mansoura University Hospitals. A descriptive correlation design was used in carrying out this study. All head nurses (n=122) who working in all general units at three Mansoura University Hospitals namely; Main University Hospital, Emergency Hospital, and Specialized Medical Hospital. were included in the study. Three tools were used for data collection, namely; Job Crafting Scale, Job Involvement Questionnaire, and Head Nurse' Organizational Citizenship Behavior Questionnaire. A major finding of the present study there was statistically significant correlation between head nurses job crafting and job involvement and their organizational citizenship. It was concluded that increasing social job resources job crafting play a significant role in the organizational citizenship behavior of head nurses Furthermore, the hypothesis that head nurses' work involvement has a mediating effect on organizational citizenship behavior. It is recommended that to promote head nurses' organizational citizenship, it is necessary to acknowledge and consider organizational-level job demands and job resources such as increasing social job resources job crafting and decreasing hindering job demands. As well as additional research should be conducted to test to what extent the study results can be generalized.

Key words: Human Resource and Management, Job Crafting, Job Involvement, Organizational Citizenship Behavior, Job Demands and Resources (JD-R)

INTRODUCTION

Today's gradually increasing competition environments, organizations intend to have a better use of the human factor to achieve the organizational effectiveness. While organizations demand a higher performance from employees; employees expect better working conditions and support. Concepts aimed at increasing the performance of nurses who play a key role in delivery of healthcare services, have an importance in increasing the efficiency of organizations⁽¹⁾. Therefore, human resource and management professionals have become interested in the concept of organizational citizenship behavior because they considered improving nurses Organizational Citizenship Behavior (OCB) is a crucial factor for developing organizations. Organizational citizenship behavior improves efficiency and nurses' involvement and generally provides a healthy work environment⁽²⁾.

Moreover, organizational citizenship is one of the major attitudinal variables in the scope of employment and job and it has significant importance in the workplace⁽³⁾. It has been importantly useful for today's organization toward overall organization effectiveness that become the focus in the fields of psychology and management which gain great attention in the organizational behavior literature. Organizational Citizenship Behavior (OBC) defined as the

behavior which is discretionary and informal work environment to enhance profitability of the entire organization⁽⁴⁾.

Organizational citizenship behavior (OCB) was included five distinct dimensions namely; Altruism defined as helping specific others; civic virtue labeled as keeping up with important matters within the organization; conscientiousness means that compliance with norms; courtesy defined as consulting others before taking action; and finally, sportsmanship that means not complaining about trivial matters. However, OCB dimensions was classified by **Organ**⁽⁵⁾ into three parts: helping, courtesy and conscientiousness. A different view on the dimensionality of OCB divided OCB into two types. First type was behaviors that directed at specific individuals in the organization, such as courtesy and altruism. The second type was behaviors consumed with benefiting the organization as a whole, such as, conscientiousness, sportsmanship and civic virtue⁽⁶⁾.

At the same time, there are fewer opportunities to change jobs and need to more people, resulting in a higher workload and an increased need to work efficiently. This has put increasing demands on organizational and employee adaptively and proactivity. These pressures demand proactive employees who take control of their own working life by creating a healthy and motivating environment⁽⁷⁾. In

the beginning of the 1st century, the pro-active changes employees make to their jobs as job crafting. The field of occupational health has started to pay increased attention to the concept of job crafting specifically in nursing profession⁽⁸⁾.

More specifically, job crafting was defined as employees' self-initiated, proactive behavior aimed at aligning their jobs with their own preferences, motives, and passions. Job crafting is often classified as a proactive behavior as it reflects a self-initiated effort to bring about change⁽⁷⁾. Job crafting has been mostly conceptualized as a daily behavior. It describes the changes that employees make to the task, relational, or cognitive boundaries of their work, and includes activities such as redefining the scope of one's work responsibilities, altering work procedures, and seeking out new work relationships⁽⁹⁾.

Job crafting behaviors lead individuals to promote physical and cognitive changes in their tasks and labor relations. Physical changes are related to changes in the shape and the number of tasks or working relationships, while cognitive changes refer to alterations in how the individual performs his work⁽¹⁰⁾. In summary, the main characteristics of job crafting behaviors is that individuals change their tasks or other aspects of the design of their work environment on their own initiative, which leads to changing the meaning and identity of work⁽¹¹⁾.

Job crafting has been categorized into three different proactive behaviors as increasing job resources, increasing job challenges, and decreasing job demands⁽¹¹⁾. The study of job crafting behavior is based on the theory of Job Demands and Resources (JD-R), which classifies the working conditions in two broad categories namely; job demands and job resources. Job demands constitute an aspect of the work context that requires physical or psychological exertion by employees, and consequently generates physical and psychological costs⁽¹²⁾. The resources of the work, in turn, refer to the aspects of the work context that are functional in terms of working goals, stimulating personal growth, learning and the development. Such resources are able to mitigate the negative effects of the demands leading to positive work results, even when the demands are high⁽¹¹⁾. The job crafting approaches are similar in the sense that they both suggest that job crafting concerns employees' self-initiated changes to optimize their work environment⁽¹⁰⁾.

Job crafting, employees can optimize their work environment and work experience. This may affect both individual and organizational outcomes as wellbeing, performance, and job involvement⁽⁷⁾. Job involvement has been defined as the degree to which a person identifies psychologically with his work, or the importance of work in his total self-image, furthermore, as the degree to which a person's work performance affects his self-esteem. High job involvement helps to increase organizational output by making it a pleasant experience under supportive supervision⁽¹³⁾.

Furthermore, individual decision to leave or choose for a particular job as a career is also influenced by job involvement⁽¹¹⁾. Thus job involvement has gained

importance because of its significant role in generating positive organizational outcomes. Job involvement is considered as an important employees' job-related behavior and is defined as a belief descriptive of the present job and tends to be a function of how much the job can satisfy one's present needs⁽¹⁴⁾.

In the fact that today's health care organizations expect their health care professional to show initiative, to be proactive, to take responsibility for their own development of achievement behaviors at work, as well as to perform at high levels⁽¹⁵⁾. Head nurse is a nurse who can plan, organize, deliver, and evaluate nursing and interdisciplinary care to a targeted group of patients and manage the human and material resources needed to deliver that care. She is not only a manager but -by necessity- she is a leader who coaches, directs, and encourages her staff, besides being a valuable role model⁽¹⁶⁾.

Promoting and inculcating organizational citizenship behavior is one of the most important and required concept today to meet the organization's expectations. Leaders of the organization must not only understand the importance of organizational citizenship behavior of the employees but also its importance for the organization's dynamic growth⁽¹⁷⁾. Organizational citizenship behavior of the employees, is one of the most effective determinants for the organizational commitment. It is implied that organizational leaders need to value OCB to create organizational commitment among the employees, which is essential for the organizations dynamic growth⁽¹⁸⁾.

SIGNIFICANT OF THE STUDY

Organizational citizenship behavior (OCB) has received considerable attention in recent years specially health care organizations. The OCB can be considered as one of the facilitating factors in the care giving fields for promotion of care quality, improving efficiency and employees' participation, encouraging teamwork, inter-organization cooperation, and generally provides a good work environment⁽¹⁷⁾. Therefore, determining the predicting factors of the OCB and reinforcing them has received more attention in a hospital care system. In addition to job crafting and work involvement can build well-being in the form of increased engagement, job satisfaction, and decreased burnout over time. Through job crafting, head nurses can cope with uncertainty and changes, and can adapt to challenges and constrains caused by their job. When head nurses engage in job crafting, they can create ways to regain meaning in their work by changing tasks or creating opportunities for interpersonal contact. However only a few studies have focused OCB on nursing. In Mansoura University Hospitals, head nurses have a pivotal role in managing nursing units. They directly have to deal with a broad range of key players in the health care process, such as staff nurses, supporting staff, middle managers, and top management. Essentially, head nurses who are highly involved in their work roles are more likely to have a greater attachment to their organization and a lower tendency to leave their organization. Moreover, their performance, in terms of leadership and management, is found to have a significant influence on the quality and safety of care, and the well-being of their staff members. Few researchers have

examined the predicting factors of the OCB in a hospital and nursing care system.

Research hypothesis:

- Job crafting is correlated with head nurses' organizational citizenship behavior.
- Work involvement is correlated with head nurses' organizational citizenship behavior.

Aim of the study:

The aim of the present study is to determine relationships between job crafting and work involvement with head nurses' organizational citizenship behavior at Mansoura University Hospitals.

Design:

A descriptive correlation design was used in carrying out this study.

Setting:

The study was conducted in the general units at three Mansoura University hospitals namely; Main University Hospital, Emergency Hospital, and Specialized Medical Hospital. These hospitals provide a wide spectrum of health services at Delta Region.

Subjects:

All head nurses working in all general units at Main University Hospital (n=49), Emergency Hospital (n=41), and Specialized Medical Hospital (n=32) who fulfill the criteria of having a minimum of one year experience as a first-line nurse managers and available at time of data collection included in the study, to express their opinion about job crafting and work involvement and its effects on their organizational citizenship.

Tools of data collection:

Three tools were used for data collection, namely; Job Crafting Scale (JCS), Job Involvement Questionnaire (JIQ), and Head Nurse' Organizational Citizenship Behavior Questionnaire (HNOCBQ)

1. **The Job Crafting Scale (JCS).** It was developed by the researchers based on literature review. This questionnaire divided into two parts:-

The first part: It was used to identifying demographic characteristics of the head nurses as, hospital, department, age, educational qualifications, and years of experience.

The second part: It includes 21 items related to the head nurses' job crafting at their workplace. It was defined by **Tims et al.,** (19) to assess the behavior of job crafting. These items was grouped under four categories namely; increasing structural job resources (5 items), decreasing hindering job demands (6 items), increasing social job resources(5 items), and increasing challenging job demands(5 items). Accordingly, each response was assigned a score from along a 5-point scale, ranging from one (never) to five (always).

2. **Job Involvement Questionnaire (JIQ)**It was developed by **Kanungo,** (14). It consists of 10 items to assess head nurses job involvement. The 10 items were summed to provide a total involvement score. High scores reflect a higher level of work involvement and vice versa.. Response were scored on a five-point Likert

scale ranging from *strongly disagree* (1) to *strongly agree* (5).

3. **Head Nurses' Organizational Citizenship Behavior Questionnaire (HNOCBQ).**It includes 16 items related to the head nurses' organizational citizenship behavior at their workplace. It was defined by **Podsakoff et al.,** (20) to assess the organizational citizenship behavior of work. These items was grouped under four categories namely; altruism means helping colleagues in need (5 items), civic virtue, that is defined by **Babcock & Strickland,** (21) as active involvement in addressing organizational issues and problems, such as offering innovative ideas to enhance organizational growth and development (4 items), conscientiousness refers to being in compliance with organizational rules and instructions, such as not taking unnecessary breaks and reporting to work on time (4 items), and finally sportsmanship that is defined as being tolerant of the organization's problems(3 items). Accordingly, each response was assigned a score from along a 5-point scale, ranging from one (*never*) to five (*almost always*).

METHODS OF DATA COLLECTION

1. A permission to conduct the study was obtained from the director of Mansoura University Hospitals.
2. All head nurses interviewed for explaining the purposes and procedures of the study, and they have the right to withdrawal from the study any time during the study. Oral consent to participate was assumed by attendance of filling questionnaire sheet.
3. Tools of data collection were translated into Arabic and were tested for its content validity and relevance by a jury consisted of 3 academic staff in Nursing Administration Department at Mansoura, and 9 head nurses from different inpatient units at Mansoura University Hospitals. The necessary modifications were performed.
4. The internal consistency reliability for the job involvement questionnaire was assessed by using coefficient alpha and it was 0.87.
5. A pilot study was conducted on 15 of head nurses working at Main Mansoura University Hospitals in order to a certain its clarity and feasibility.
6. The questionnaire was distributed to the head nurses to answer the questions. Each sheet took 10-15 minutes to be answered. Data collected in two months starting August 2016.

Statistical analysis:

The collected data were organized, tabulated and statistically analyzed using SPSS software statistical computer package version 19. Data summarized using mean and standard deviation for numerical variables. This maximum score depends on the number of items of each topic. Multiple regression analysis was used to investigate whether job crafting and job involvement would predict organizational citizenship behavior. In order to test the hypotheses, standard linear regression analyses were conducted. The r-test was used for correlation analysis between quantitative variables like job crafting and job involvement and organizational citizenship behavior. The threshold of significance was fixed at the $p < 0.01, 0.05$ level.

RESULTS

Table 1: Demographic characteristics of the study head nurses study hospitals

Demographic characteristic	Study head nurses (n=122)	
	No	%
Hospital		
-University	49	40.2
-Emergency	41	33.6
-Specialized Medical	32	26.2
Age (in years)		
< 25	13	10.66
25- 30	25	20.49
>30	84	68.85
<i>Mean±S.D33.549±5.495</i>		
Qualification		
B.Sc degree	95	77.9
Technical	8	15.6
Diploma degree	19	6.6
Years of experience		
<10	18	14.75
10-	37	30.33
>20	67	54.92
<i>Mean+S.D11.942±5.290</i>		
Marital status		
Married	105	86.07
Single	17	13.93

Table 1 shows the demographic characteristics of the study head nurses in the study hospitals. As regard to the age, about 68.85% of head nurses were in the age group more 30 years old and 20.49 % were age ranged from 25 to 30 years old. Most of head nurses in the study 77.9% held a bachelor

nursing and 6.6% has diploma degree. As for years of experience in nursing profession, a half of nurses in the study had 10 to more years of experience, and 86.07% of them were married.

Table 2: Descriptive statistics of job crafting and work involvement as perceived by head nurses.

Job crafting	Max.score	Head nurses (n=122)	
		Mean ± S.D	% *
- Increasing structural job resources	25	14.959±3.163	59.84
- Decreasing hindering job demands	30	18.426±3.523	61.42
- Increasing social job resources	25	15.836±3.258	63.34
- Increasing challenging job demands	25	16.057±3.502	64.23
Total head nurse' job crafting	105	65.278±8.433	62.17
Total Work Involvement	50	38.532±4.239	77.06

* Percentages are calculated relative to maximum score.

Table 2 shows descriptive statistics of job crafting and work involvement as perceived by head nurses. The total head nurse' job crafting mean score was 65.278representing 62.17% of maximum score. The item of head nurses' decreasing hindering job demands had the highest mean score 18.426 of maximum. While the least level of head

nurses' increasing structural job resources was 59.84%of maximum score. This table also presents descriptive statistics of work involvement as perceived by head nurses. The overall level of head nurse' work Involvement mean score was 38.532representing 77.06% of maximum score.

Table 3: Descriptive statistics of organizational citizenship behavior as perceived by head nurses.

Organizational citizenship behavior dimensions	Max.score	Head nurses (n=122)	
		Mean ± S.D	% *
- Altruism	25	15.877±3.591	63.51
- Civic virtue	20	13.770±3.349	68.85
- Conscientiousness	20	12.565±3.034	62.83
- Sportsmanship	15	10.623±2.912	70.82
Total head nurse' Organizational Citizenship Behavior	80	52.836±6.584	66.05

* Percentages are calculated relative to maximum score.

Table 3 shows descriptive statistics of organizational citizenship behavior as perceived by head nurses. The overall mean score of organizational citizenship behavior among head nurses was 52.836 representing 66.05% of maximum score. The highest mean score was observed for

altruism items 15.877 representing 63.51 of maximum score. The highest mean score was observed 10.623 for head nurses' sportsmanship representing 70.82% of maximum score. The least level of head nurses' conscientiousness was 62.83% of maximum score.

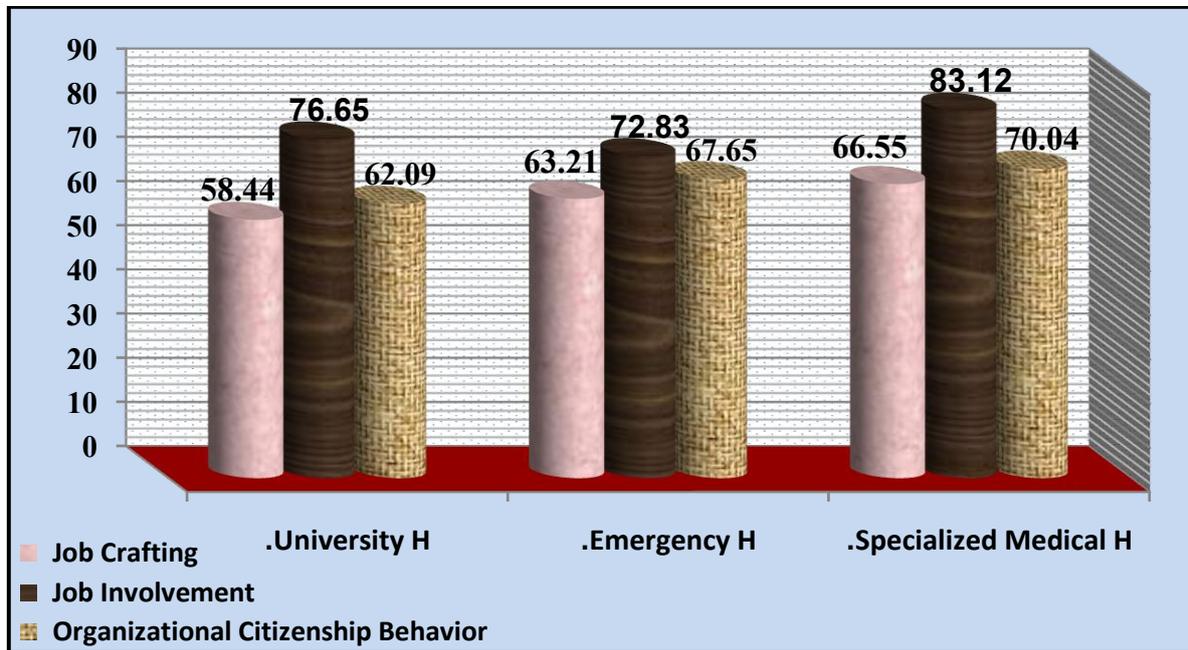


Figure1: Percentage of job crafting, job involvement, and organizational citizenship behavior as perceived by head nurses at study hospitals.

Figure 1 shows percentage of job crafting, job involvement, and organizational citizenship behavior as perceived by head nurses at study hospitals. This table revealed the highest percentages was observed for job involvement at study hospitals. Head nurses at Mansoura international hospital reported 58.44% for job crafting and 62.09% for

organizational citizenship behavior. As well as head nurses at specialized medical hospital reported 66.55% for job crafting and 70.04% for organizational citizenship behavior which indicates this hospital is the highest mean score for study variables.

Table 4: Relationship between head nurses' job crafting dimensions and work involvement with organizational citizenship behaviors components.

Characteristics	Altruism	Civic virtue	Conscientiousness	Sportsmanship	Total Organizational Citizenship Behavior
- Increasing structural job resources	-.064 .481	.180* .047	.108 .235	.058 .529	.132 .148
- Decreasing hindering job demands	-.039 .670	.085 .354	.220* .015	-.011 .906	.118 .194
- Increasing social job resources	.004 .966	.268** .003	.181* .046	.063 .490	.249** .006
- Increasing challenging job demands	.029 .753	.372** .000	-.044 .628	.080 .382	.220* .015
Total job crafting	-.027 .768	.361** .000	.184* .042	.075 .414	.287** .001
Total work involvement	.096 .295	.063 .492	.315** .000	-.086 .346	.191* .035

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Table 4 presents relationship between head nurses' job crafting dimensions and work involvement with organizational citizenship behaviors components in the study hospitals. The overall results in this table revealed that organizational citizenship behaviors is significantly correlated with job crafting and work involvement ($p < 0.01, 0.05$). Moreover the results revealed that there is a significant correlation between all organizational citizenship behaviors with total job crafting except altruism and sportsmanship which not proved to be significantly correlated statistically. This table also revealed that there is

a significant correlation between work involvement and conscientiousness. As well as increasing structural job resources is correlated with civic virtue and altruism, conscientiousness, sportsmanship were not proved to be significantly correlated statistically.

DISCUSSION

In facing changes in the health care system, health care organizations need professional nurses who are able to craft their jobs and involved with their work. They are more pro-

active, take more initiatives and feel more responsible for delivering quality outcomes. Organizational citizenship behavior helps organizations to protect from negative work environments, increases productivity, cooperation, and visible performance⁽²²⁾. To promote organizational citizenship behavior (OCB) in an organization, factors effecting it should be considered, such as a person's well-being, attitude toward the job participation level in the decision and job involvement. Job crafting has been found related to positive organizational and individual outcomes as organizational citizenship behavior⁽²³⁾.

Job crafting is a proactive work behavior that occurs spontaneously at the request of employees. As a consequence, job crafting contains changes made for maintaining a balance between the expectations and desires of employees despite the work environment and existing resources. In addition, it decreases the work stress of employees and provides a more motivating, job satisfaction, performance, and healthy work environment⁽²⁴⁾. Therefore, **Rosso et al.**,⁽²⁵⁾ emphasized that managers must have focused on creating resources and a convenient environment for promoting job crafting.

The results of the present study revealed that head nurses job crafting and work involvement were positively correlated with their organizational citizenship behavior (OCB). That means head nurses job crafting and work involvement are essential for their organizational citizenship behavior. This may be explain as when head nurses who are able to craft their jobs, tend to be proactive and open to new information, and motivated to perform well in their work. This is agreed with **Shusha**,⁽²⁶⁾ who found employees with a job crafting would be most likely to engage in organizational citizenship behavior.

Furthermore, **Tims et al.**,⁽¹⁹⁾ mentioned employees who craft their job characteristics are more involved in their jobs. They added job crafting allows employees to craft more challenges at work, and is a crucial method for increasing personal growth and job performance. Therefore, **Tims et al.**,⁽²⁷⁾ found job crafting may be positively related to higher levels job performance. This is the same view of **Demerouti et al.**,⁽²⁸⁾ who suggested 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.

Generally in the field of proactivity, job crafting is seen as employee proactive behavior to increase person-environment fit. Yet, job crafting is different from these types of proactive behavior in a way that it is specifically targeted at employees' job characteristics as job demands and job resources⁽²⁹⁾. As job crafting is an effective way to maintain employee well-being and work motivation. Supporting this argument by **Petrou et al.**,⁽³⁰⁾ who found willingness to change was positively related to seeking resources and seeking challenges. Evidence reveals that job crafting in the form of increasing structural job resources, increasing social job resources, and increasing challenging job demands stimulate work engagement.

Findings of the present study revealed that a significant correlation between head nurses' social job resources and increasing challenging job demands with their organizational citizenship behavior specially civic virtue dimension OCB. This may be contributed to head nurses can create their own social resources and OCB via job crafting. This is agree with **Bakker & Demerouti**⁽³¹⁾ who concluded employees who are able increase their social job resources as well as challenging job demands are likely to report desirable outcomes such as better performance at work and low levels of quitting intentions. They added employees can create their own resources and work engagement via job crafting. Moreover, **Karatepe & Eslamlou**,⁽³²⁾ mentioned when employees redesign their jobs through increasing social job resources, they take advantage of social support emerging from colleagues and manage inside needs and problems successfully. Similarity, **Harjuet al.**,⁽³³⁾ found increasing social job resources and seeking challenges would predict future crafting behaviors and can improve and sustain employee well-being.

Regarding challenging job demands, finding of the present study revealed head nurses' increasing challenging job demands is important for their organizational citizenship behavior. Thus, **Harjuet al.**,⁽³³⁾ pointed to job crafting may involve a balancing mechanism that enables employees to continue accumulate resources and challenges to promote and protect their well-being. This is the same line of **Vogt et al.**,⁽³⁴⁾ who concluded when employee crafting their jobs via job resources and challenging job demands, can obtain additional social support from their pursers and colleagues. And **Demeroutiet al.**,⁽²⁸⁾ have found that engaging in contraction job crafting such as reducing demands may not be positively related to job performance or may even bring negative outcomes to the organization.

For instance, employees show proactive behaviors by increasing their job resources and challenging job demands and stay motivated. Consequently, employees who are able to craft their jobs are highly motivated to exhibit better performance⁽³¹⁾. The proposition associated with job crafting in Job Demands-Resources (JDR) theory is that employees can craft their jobs using job resources and challenging job demands. Both job resources and challenging job demands can activate employees' growth and development and enable them to reach future gains. As well as **Timset al.**,⁽³⁵⁾ mentioned job crafting builds job resources based on the Job Demands and Resources (JD-R), expect that when participants craft their job, they will be able to change their work environment, specifically by building more job resources.

As well as **Karatepe & Eslamlou**,⁽³²⁾ stated that engaged employees can create their own gain spiral of resources and work engagement through job crafting. Although job crafting concerns employee's self-initiated actions to adapt their job demands and resources, job crafting may be facilitated or supported by management (**Wingerden et al.**,⁽³⁶⁾). According to the Job Demands and Resources (JD-R) model **Bakker et al.**,⁽¹²⁾ found job well-being is associated with a motivational process triggered by job environments in which job resources and challenging demands are high, while job stress derives from a process prejudicial to health

caused by job environments in which the hindering demands are high.

Regarding head nurses' job involvement and organizational citizenship behavior, findings of the present study revealed job involvement has been positively related to organizational citizenship behavior specially conscientiousness dimension. This is supported by **Shusha**,⁽²⁶⁾ who concluded employees who have high level soft ask crafting are more likely to engage in conscientiousness behaviors such as obeying organizational roles and preserving the organizational resources. Furthermore, he added civic virtue is determined by task and relational crafting for maintaining the organization image and supporting organizational changes. According to **Shragay & Tziner**,⁽³⁷⁾ indicated a positive relationship was found between job involvement and organizational citizenship behavior. An interaction was also found between the identification factor of job involvement and generation on the OCB dimension of courtesy.

Moreover, **Katrinliet al.**,⁽³⁸⁾ found job involvement is an important construct that is correlated with different work behaviors and outcomes such as performance & OCB. As well as **Huang et al.**,⁽²⁾ argued that hospitals could increase the levels of OCB for nurses by strengthening their organization's ethical climate, job satisfaction, and organizational commitment. In addition **Chen et al.**,⁽³⁹⁾ found strong evidence exists that organizational support and organizational identification positively affect OCB in nursing. And **Yuet al.**,⁽¹⁷⁾ emphasized the importance of role of nurses' OCB in organizational performance. Furthermore, **Podsakoff et al.**,⁽²⁰⁾ results' who found greater job involvement was found related to higher work satisfaction and organizational citizenship. This is the same line of **Shanker**,⁽¹⁸⁾ who found sportsmanship and civic virtue OCB are strong predictor for the affective commitment. Again, the results of the present study showed the maximum grade was achieved for altruism dimension organizational citizenship behavior. This is agree with **Jafari & Bidarian**⁽⁴⁰⁾ results' who found altruism represented high grade. This is inconsistency with **Taghinezhad et al.**,⁽³⁾ who found the maximum grade was achieved for conscientiousness. However **Altuntas & Baykal's**⁽⁴¹⁾ study performed in Turkey on nurses and found the mean OCB scores of sportsmanship have a higher than average level for conscientiousness. And **Blau et al.**,⁽⁴²⁾ study regarding sportsmanship behaviors in hospital nurses in Oman and indicated the mean of grades for nurses in respected questionnaires in both job and organizational factors was higher than the overall mean. Therefore **Tabarsa et al.**,⁽⁴³⁾ pointed to high level of OCB among nurses in a hospital as a result the hospital could maintain a better performance in providing care and health services by employing more efficient work forces.

Findings of the present study revealed that head nurses' sportsmanship organizational citizenship behaviors is not affected by job crafting and job involvement. This is disagreed with **Shusha**⁽²⁶⁾ who concluded that sportsmanship is only affected by relational crafting, which means employees who have high level of relational crafting are more likely to engage in behaviors such as keen to focus on

positive side and to avoid the complaint of trivial matters. In this context, the positive outcomes of job crafting can be interpreted by the favorable psychological state. This state is responsible for the benefit of job resources and reduces the negative effects of job demands. Moreover, **Schaufeli & Taris**,⁽⁴⁴⁾ who indicated to when work environment offers many resources, it stimulates workers' willingness to devote their efforts and abilities to their jobs.

CONCLUSION AND RECOMMENDATIONS

This study confirms the head nurses job crafting and work involvement are of greater importance to organizational citizenship behavior of head nurses. Based on the results of this study, it can be concluded that increasing social job resources job crafting play a significant role in the organizational citizenship behavior of head nurses. Furthermore, the hypothesis that head nurses' work involvement has a mediating effect on organizational citizenship behavior. All dimensions of job crafting were moderate to strong predictors of organizational citizenship behavior of head nurses except increasing structural job resources and decreasing hindering job demands were not necessary to promote organizational citizenship behavior of head nurses.

Based on the findings of the present study, the following can be recommended:-

1. To promote head nurses' organizational citizenship behavior, it is necessary to acknowledge and consider organizational-level job demands and job resources such as increasing social job resources job crafting and decreasing hindering job demands.
2. Superiors should create a suitable working environment for their subordinates to exercise job crafting which will lead to many positive outcomes and that are reflected in the organizational effectiveness.
3. There is an urgent need for intervention studies to develop strategies for promoting organizational citizenship behavior.
4. Additional research should be conducted to test to what extent the study results can be generalized.
5. Future research should be needed to investigate the effect of job crafting on the positive and negative aspects of employee mental health.
6. To date, evidence management should arrange specific training programs for job crafting.
7. Future research applying longitudinal designs would be needed to determine if and how variations in supervisors' need for structure and opportunities relates to their head nurses' job crafting and job involvement.

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