The Relationship between Perceived Organizational Support and Job Crafting among Hospital Nurses: The Moderating Role of Job Embeddedness

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Abstract

Background. The purpose of the present study was to investigate the relationship between perceived organizational support and job crafting considering the moderating role of job embeddedness of nurses in this relationship. The three main dimensions considered for job crafting concept were: task crafting, relational crafting and cognitive crafting.

Methods. This research is an applied one in terms of purpose, and a descriptive survey research in terms of data gathering method. The statistical population of this study was the nurses of hospitals affiliated to Qom University of Medical Sciences. The sample consisted of 269 nurses and the sampling method was random. The standard questionnaires of Slemp &Vella-Brodrick (2013), Eisenberger et al., (1986) and Felps et al., (2009) were used for data collection on three main variables of the study i.e., job crafting, perceived organizational support and job embeddedness. The data were analyzed by structural equation modeling using Smart PLS3.2.6 software.

Results. The findings showed that perceived organizational support had a significant positive effect on the relational (0/651 path coefficient) and cognitive (0/681 path coefficient) dimensions of job crafting. But this relationship for task crafting was not confirmed (0.836 T Value). In addition, job embeddedness had a significant moderating role in the relationship between perceived organizational support and all aspects of job crafting (0/461, 0.472 and 0.642 path coefficients). That is to say, employees with job embeddedness, upon perceiving organizational support, were more likely to do job crafting in all three task, relational and cognitive dimensions.

Conclusion. Since the results showed that perceived organizational support affects job crafting in relational and cognitive dimensions, we suggest managers of Qom University of Medical Sciences pay due attention to perceived organizational support in the complexity of today's jobs and the need to consider the role of employees in designing their jobs.

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Extended Abstract

Background

Much research has been done over the years to determine what motivates employees to work with great enthusiasm-so much so that they do not feel the passage of time. One of the important areas that has been considered around this question is job design issues. The job design process is traditionally done with a "top-down" approach; this means that managers design employees' jobs, and as a result, in well-designed jobs and favorable working conditions, people's motivation to work increases. But obviously, due to the limitations of organizations in terms of time, energy and resources, it is not possible to design jobs based on the individual circumstances of employees. The purpose of the present study was to investigate the relationship between perceived organizational support and job crafting considering the moderating role of job embeddedness of nurses in this relationship.

Methods

This research is an applied one in term of purpose, and a descriptive survey research in terms of data gathering method. The statistical population of this study was the nurses of hospitals affiliated to Qom University of Medical Sciences. The sample consisted of 269 nurses and the sampling method was random. The standard questionnaires of Slemp &Vella-Brodrick (2013), Eisenberger et al., (1986) and Felps et al., (2009) were used for data collection on three main variables of the study i.e., job crafting, perceived organizational support and job embeddedness. The data were analyzed by structural equation modeling using Smart PLS3.2.6 software. The questionnaires had a number of inverse questions and a number of control questions to remove the questionnaire if a person answered the questions randomly or carelessly. In addition, the questionnaires were excluded from the analysis if no more than 20% of the questions had been answered. The questionnaires were distributed in a quarterly period from October to the end of December 2016. To measure the crafting of nurses' jobs, the standard Slamp and Velabrudic questionnaire was used, which has 15 items. Each of the dimensions of job crafting, relational crafting and cognitive crafting have five items. Perceived

organizational support was assessed by an eight-item questionnaire by Eisenberger et al. Finally, Phelps et al.'s questionnaire was used to measure the variable of job entanglement, which measures each of the three dimensions of this variable with three items.

Results

The findings showed that perceived organizational support had a significant positive effect on the relational (0/651 path coefficient) and cognitive (0/681 path coefficient) dimensions of job crafting. But this relationship for task crafting was not confirmed (0.836 T Value). In addition, job embeddedness had a significant moderating role in the relationship between perceived organizational support and all aspects of job crafting (0/461, 0.472 and 0.642 path coefficients). That is to say, employees with job embeddedness, upon perceiving organizational support, were more likely to do job crafting in all three task, relational and cognitive dimensions. The aim of the present study was to explain the relationship between perceived organizational support as a variable prerequisite for nurses' job regeneration with three dimensions of task, relational and cognitive regeneration. In this regard, the moderating role of job entanglement was also tested in the form of three hypotheses. The results of the research hypotheses were as follows. The results showed that perceived organizational support had a significant effect on two dimensions of nurses' job crafting; means relational and cognitive crafting. However, the relationship between perceived organizational support and task crafting was not confirmed. Nowadays, jobs are highly demanding, complex, interdependent, and cognitive in nature. Therefore, employees are expected to take voluntary and active actions to create enthusiasm in their jobs and to perform their duties and responsibilities; what was previously referred to as job creation. But as mentioned above, job creation, or job transformation in other words, has precedents that motivate employees to make positive changes in their jobs. One of these antecedents is perceived organizational support. According to the research, when nurses feel that the organization plays a supportive role, they will be more motivated to positively recreate their jobs. This means that according to social exchange

theory, nurses try to compensate for this support in other ways if they perceive organizational support. Two examples of these methods are improving the quality of interactions or the degree of positive interaction with people (relational crafting) and creating a positive attitude towards the job (cognitive crafting).

Conclusion

Since the results showed that perceived organizational support affects job crafting in relational and cognitive dimensions, we suggest managers of Qom University of Medical Sciences pay due attention to perceived organizational support in the complexity of today's jobs and the need to consider the role of employees in designing their jobs. The results of one of the most comprehensive attitudes based on the evaluation of the 34,000 human resources model, which was conducted on more than 50,000 employees of more than 200 Iranian organizations, underestimated the "perceived organizational support" attitude score. In other words, the results of this self-assessment have estimated the status of this variable much lower compared to the score of twelve other attitudes such as organizational citizenship behavior, job satisfaction and organizational commitment. This statistic clearly shows the need to carefully investigate the causes and root causes of the lack of understanding of organizational support. But as a preliminary conclusion, what is often overlooked in the discussion of perceived organizational support is the creation of a "staff support organization" culture that influences employees' perceptions of psychological support. Therefore, it is possible that by increasing the level of organizational support and, more importantly, its proper interaction and exchange with employees, employees' perception of organizational support will increase, and as a result, employees with higher perceptions of organizational support will strive to positively recreate their jobs. This process in the organization can be affected by several variables, including job entanglement.