

presenting a model for job crafting in the health system

Abstract

The present study was conducted with the aim of presenting a model of job crafting in the health system through the research method of the heuristic mixed research method. Its statistical community in the qualitative part includes a group of professors in the field of human resources in universities, and in the quantitative part, it includes the staff of the department of the administration of social security hospitals which are 342 people. In the qualitative part of the snowball sampling method, 17 people and in the quantitative part with the relative cluster sampling method based on Cochran's formula, 181 people were. The data were extracted in the qualitative section through the Delphi technique with a semi-structured and structured questionnaire in four rounds and in the quantitative section through the structural equation modeling with a 34-item Likert scale questionnaire created by the researcher and using the software SPSS and Amos were analyzed. In order to determine validity and reliability in the qualitative phase, the necessary checks including acceptability and verifiability were used, and in the quantitative phase, the validity of the questionnaires was confirmed by three formal and content methods. Reliability was estimated and confirmed by three methods of determining factor loadings of items. Cronbach's alpha of combined reliability. Qualitative findings showed that the job regeneration model in the health system had four dimensions, twelve components and thirty four indicators. The results of the quantitative part showed that all dimensions and components of the research model were confirmed.

Keywords: *Job crafting, Structural, Task, Relational, Cognitive.*

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Introduction

In contemporary societies, to dynamize and keep organizations, administrative systems and health and service centers updated, it is no longer enough to just update technology, change and modify structures, and so on. Although these factors are important in turn, but what plays a pivotal role in raising and excelling an organization and administrative system and enhances its competitiveness, is manpower (Sharifi, Al-Wadari and Rasouli, 2019). Job crafting refers to redefining the job in such a way that the employee himself can propose these changes and not the organization. These changes also help to improve the employee's working conditions and can increase the level of employee satisfaction (Solberg and Wong, 2016). On the other hand, job crafting means giving employees independence so that they can determine the details of their job themselves. In job crafting, the emphasis is on defining the main goals for employees and that the employees themselves determine how to achieve the goals (Shin and Hur, 2019). Job crafting not only has a significant effect on employees' job motivation, but also affects their performance. Therefore, by using appropriate solutions and providing the necessary conditions for job transformation, In fact, Managers and researchers have found that employee participation in determining the type and number and scope of work and tasks and powers and relationships in their job, is consistent with their desires, tastes and abilities (Grant and Parker, 2009). By recreating their jobs, employees can improve their job motivation and commitment to work and ultimately increase organizational effectiveness (Jamali and Moradi, 2019).

At present, in most government organizations, including social security hospitals, the level of productivity of employees is not favorable, and many employees suffer from burnout. They emphasize the need to implement projects that increase job motivation. In other research, job crafting has been suggested as one of the organizational suggestions to improve job motivation. H heidarim Mohamad. Heydari et al. (2015) also acknowledge that burnout in medical systems can affect people's mental health and damage the quality of services provided, and it seems that job crafting programs can be one of these strategies *that have many benefits in terms of its effect on improving the level of job motivation*.

In general, there is agreement on the benefits and positive results of job crafting and this can be considered as an effective solution to solve many current problems in public hospitals in the country. But the question is, how can job crafting programs be implemented? There are many limitations to implementing job crafting programs. Obstacles such as: managers' opposition, lack of learning infrastructure in the organization, lack of appropriate and sufficient training, lack of job independence of employees, etc., limit the possibility of job crafting in the organization. Therefore, in the present study, this issue has been addressed and the answer to this question has been sought: What is the model of job crafting in the health system?

Method

The combined research method are also of the type of mixed exploratory research design. The statistical population of the research, in the qualitative part, includes 1. Academic experts

2. Organizational experts and 3. experts in the field of job design. to sample we used the "snowball" sampling method and conducting of surveys with semi-structured questionnaires continued until the theoretical saturation was reached .

The Statistical population in the quantitative section; was 342 people administrative staff of Tehran Social Security Hospitals.

The sampling method of the research was multi-stage relative clusters with Cochran's formula and 181 people.

The main research tools in the qualitative stage were surveying experts by through semi-structured (first round) and structured questionnaires (second, third and fourth rounds) and using a closed questionnaire in the quantitative stage.

To determine the validity and reliability in the qualitative stage, the necessary studies including acceptability (expert review) and verification (expert revision) were used, and in the quantitative stage, the validity of the questionnaires in three methods: formal, content (CVR and CVI) and the structure (convergent validity and divergent) were confirmed. Reliability was estimated and confirmed by three methods of determining the coefficient load factor of items, Cronbach's alpha of components and combined reliability . The research method in this study was a combination of:

A- Quality section: by surveying experts and using the Delphi method.

B- Quantitative section; by surveying statistical samples and using structural equations (SEM) in the Amos software environment.

Research Findings

Findings of the qualitative section - analysis of the results of the four Delphi courses

The Delphi method is one of the qualitative research methods that is used to reach agreement in group decisionsic. The Delphi method usually involves the following basic steps, and was performed in a total of four rounds.

"Structural" dimension: after performing four rounds of the Delphi quality technique, has four components: 1. job recognition, 2. job concentration, 3. job complexity, and 4. control area. .

"Task" dimension: after performing four rounds of the Delphi quality technique, has two components as described: 1. Job independence and 2. Job nature.

"Relational" dimension: after performing four rounds of the Delphi quality technique, has three components as described: 1. Job feedback, 2. Job assistance and 3. Job counseling.

"Cognitive" dimension: after performing four rounds of the Delphi quality technique, has three components: 1. self-perception, 2. job perception and 3. job attitude.

Quantitative section findings

Descriptive Statistics

In the descriptive study of the research subjects, 42% of the employees in this study were female and 58% were male and 2% of the employees were under 25 years old, 24% were between 25 and 35 years old, 54% were between 35 and 45 years old and the remaining 20% were over 45 years old. In terms of education, most people had a bachelor's degree (66%) and the lowest frequency belonged to people with a doctorate (7%). In service history, people with more than 9 years of experience with a frequency of 48% had the highest frequency .

In evaluating the descriptive indicators of the dimensions and components of the model, Structural factors have the highest average value and functional factors have the lowest average value

Inferential statistics

At this stage, by conducting a qualitative study and according to the explanations related to it in the qualitative part, a researcher-made questionnaire with 34 items was compiled. For each item, the content validity of the questionnaire was approved by a group of 20 people consisting of academic and organizational experts so that the CVR and CVI ranges for each item were between 0.7 to 0.1 and 0.8 to 0.1, respectively. To test the model, the researcher-made questionnaire after confirming the reliability, by relative cluster random sampling method was distributed among 181 employees of the administrative department of Tehran Social Security Hospitals and data were analyzed by using SPSS software. And AMOS was analyzed. At first, the normality test was performed and the significance level of the test for all variables is more than 0.05, so the distribution of research data follows the normal distribution.

Investigating the relationships between research indicators: Pearson correlation test was used to investigate the relationship between model dimensions.

Table 1 - Correlation between the dimensions of the research model

Cognitive factors	Relational factors	Task factors	Structural factors	Factors
0.564	0.719	0.78	1	Structural factors
0.583	0.664	1	0.78	Task factors
0.740	1	0.664	0.719	Relational factors
1	0.740	0.583	0.564	Cognitive factors

In table 1 above, it is possible to test the hypotheses using the structural equation method.

Sampling Adequacy Test: Before performing factor analysis, one must first make sure that the number of available data is suitable for factor analysis or not? For this purpose, we use KMO indices and the Bartlett test. the index obtained from the KMO test, shows that the number of data is suitable for factor analysis.

Bartlett test:,There is a significant relationship between the dimensions of the model.

Structural Equation Modeling Confirmatory Factor Analysis: it is a statistical model for examining linear relationships between latent and explicit variables. Through these techniques, researchers can reject hypothetical structures or confirm their conformity with data. The closer these indicators are to number one, the better the fit of the model with the observed data and is considered the desired result. The analytical model designed by the research was examined and measured by Amos software as shown in Figure (1).

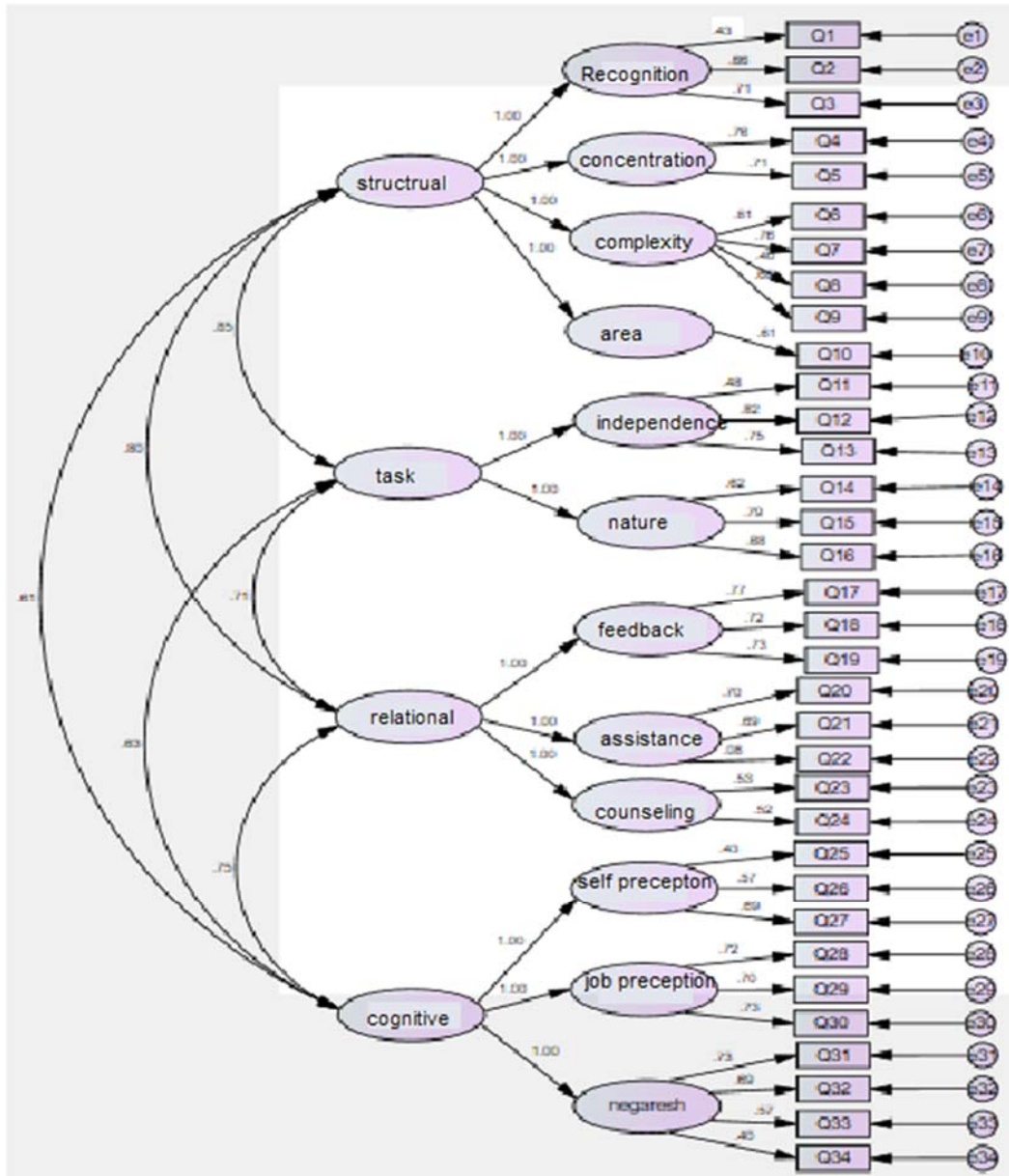


Figure 1- Standard coefficients of research model components in Amos software environment

Tables (3) and (4) present the factor loads of the indicators related to each variable are all more than 0.4. Therefore, the

structures of this model well explain the components and variables of the model.

model of this study were 0.073 and 8.34, respectively. Therefore, these two also confirm the desirable and appropriate quality of the model. In order to prioritize the dimensions and components of the job crafting model in the administrative department of social security hospitals in Tehran province, the Friedman test was used.

In evaluating the goodness of fit, the confirmatory factor analysis of the questionnaire structures has a relatively good fit because the values of the indicators. As a result, the constructs of the questionnaire show the relevant variables relatively well. In addition, the root mean square and chi-square index for the

Table 6- Prioritizing the dimensions and components of the job crafting model

Dimentions of the model		
Average rating	Dimentions	Row
2.63	Structural	1
2.60	Task	2
2.49	Relational	3
2.29	Cognitive	4
Structural components		
2.09	Job cocentration	1
1.98	Job recognition	2
1.94	Job complexity	3
1.90	Control area	4
Task components		
1.56	Job independence	1
1.44	Job nature	2
Relational components		
2.19	Job assistance	1
1.98	Job feedback	2
1.83	Job counseling	3
Cognitive components		
2.19	Job attitude	1
2.05	Job preception	2
1.76	Self preception	3

In the model dimensions, structural factors are in the first priority and cognitive factors are in the fourth priority.

Conclusion, determination, comparisons and suggestions

Job crafting is the process of job design by the individual, which, based on his / her abilities and interests, provides suitable conditions for the job. This process brings job characteristics closer to the employee's abilities and desires. it motivates and encourages work activities. According to the obtained results, it should be stated that important strategies for job crafting are complete knowledge in the field of work, complete knowledge of clients and their needs, complete knowledge of space and organizational environment, competitors and their comprehensive analysis and what is very important is to have a clear understanding of the future of work.

Thus, the strategic development system provides many opportunities for organizations, including job collaborations; This system gives managers, employees and human resources professionals the opportunity and opportunity to work together in applying business strategy and organizational affairs.

According to the results of this study, it should be noted that job crafting focuses on people. The strategic development system puts the focus where it is needed, away from job issues and on people. As people come together in the organization, work strategy enters life and takes root throughout the organization.

The organization rewards the individual in order to compensate for the high performance and the time and effort that the person spends for being close to the goals of the organization. The reward system must be efficient and effective, i.e. the allocation of rewards must lead to maximum efficiency and effectiveness. Rewards should be important and valuable to the employee in order to improve his performance and behavior. The system must be flexible in rewarding employees. That is, it should be possible to reward those who have really performed well and deprive the rest.

To understand the behavior of the individual in the organization and predict its behavior, it is very important to know the attitude of employees. Managers pay attention to the type of attitude of employees because the attitude affects the

behavior of the person; a worker or employee who is satisfied with his job is less absent and has less turnover with a dissatisfied employee; he must act in such a way that the person has a positive attitude towards his job. The important thing is that attitudes are controllable, and managers can engage employees in things that seem to fit their attitudes. Management cares about employee attitudes. Employees' attitudes are related to behaviors that are sensitive to the organization. In general, employees have a set of stable and identifiable attitudes towards their work environment, some of which are: payments, work environment conditions, job descriptions, and so on.

Job characteristics such as independence and job freedom can affect many work and behavioral outcomes of employees. Increasing job independence enables employees to break down daily work processes and find the best solutions to their work problems by offering new and different methods. Employees with more job independence feel responsible for their work; Therefore, these employees are much more likely to choose creative participation as the main topic in the social exchange process with their supervisor. Develop and apply new ideas and ideas to develop the creativity and innovation of employees and ultimately ensure the success of the organization.

Another variable affecting the job crafting of employees is the characteristics of the job, including its complexity. A job task

can be complex, easy or flexible. Complexity of tasks refers to the level of motivation and challenge needs of a particular task. Also, the complexity of job tasks is a psychological experience that includes motivating, challenging and enriching jobs. All job duties have their own needs and it is necessary to make the least effort to perform each job . Complexity in job tasks may lead to the loss of their abilities and cognitive resources by putting psychological pressure on employees and hampering the creative process. In such situations, employees feel that they are unable to perform work tasks, and this situation has a negative effect on employees' job outcomes, including job satisfaction and performance, by increasing uncertainty and stress.

In order to express previous research related to or related to the present study, it should be noted that Sharifi et al. (2019) have pointed to the existence of cognitive, task and relationship factors in the job crafting model. Kim et al. (2018) also mentioned the existence of job independence and job self-efficacy as some indicators of job re-crafting. In addition, Chang Ho, Sheng Hshyung and Cheng Hsing (2018) in their research have attempted to create a scale to measure job crafting in the tourism industry. Finally, according to the results, the model of job crafting in the health system is presented as follows:

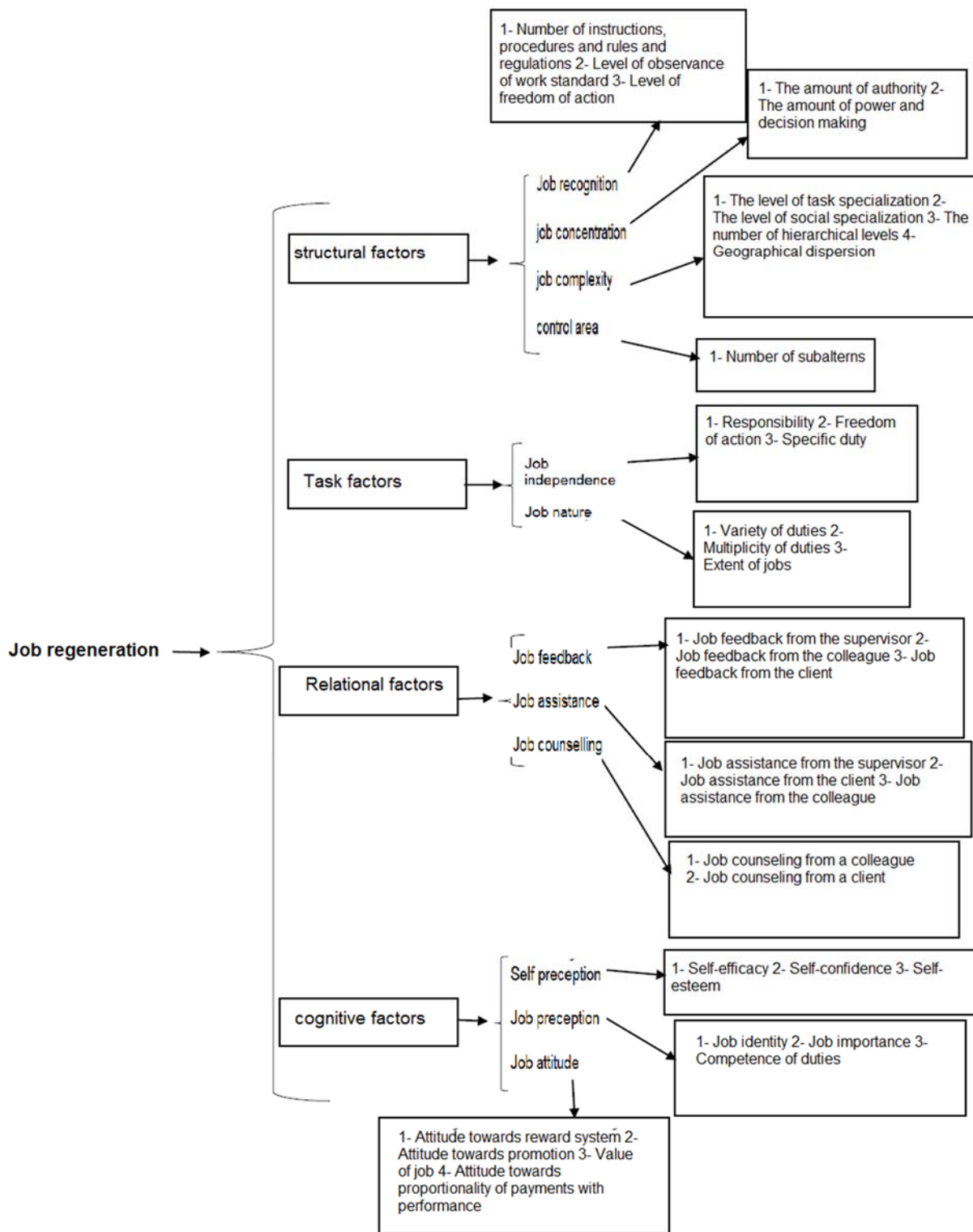


Figure 2: Job crafting Model in the Health System - Social Security Hospitals in Tehran Province

Based on the obtained data and citing the results of research questions, the following suggestions are presented:

The selection of the best employees of month, season and year is an example of flexibility in awarding rewards and creates a positive attitude among employees. Therefore, continuity and

quality performance of this work among hospital staff is one of the suggestions of this research.

Depending on the type and special circumstances, hospital staff should not have the same degree of freedom of action, decision-making power and authority in organizational affairs

during working hours or days and in special circumstances and cases, these cases should be increased or decreased by managers as needed.

The importance of hospital managers and heads to perform group work and the obligation to give advice and cooperation to each other (staff and supervisors to each other) by hospital heads.

When hiring new employees, try to include the level of self-confidence, self-efficacy and self-esteem among the items of their employment.

It is suggested that the method of promotion of employees and the way of rewarding employees should be based on the merits of these people and the payment of incentives or salaries of each employee should be commensurate with the job performance of that person.

RESULT:

In this study, we sought to model job crafting in the health system. The results of the study showed that, according to the subjects of this study, the job crafting model in the health system has four dimensions (structural, task, relational and cognitive), twelve components (recognition, concentration, complexity, area of control, independence, nature, Feedback, assistance, counseling, self-perception, job perception and attitude) and thirty-four indicators.

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