



## Bolstering the impact of job crafting on the satisfaction of health professionals in Nigeria

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### ABSTRACT

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#### Keywords

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This study aimed at investigating the impact of job crafting (cognitive, task, and relational crafting) on the satisfaction of healthcare workers in public hospitals in Lagos, Nigeria. The study utilised data gathered from 725 public healthcare workers in public hospitals using a well-structured 5-point Likert scale questionnaire as the research instrument. The study employed mixed method of data collection, comprising purposive, stratified, and convenience methods of data collection. The research tools employed include Cronbach's Alpha Analysis, Explanatory Factor Analysis, Confirmatory Factor Analysis and Structural Equation Modeling. Findings revealed that job crafting significantly impacted the satisfaction of healthcare workers, with relational crafting having the highest significant impact, followed by cognitive and task crafting. The study concluded that job crafting significantly impacts healthcare workers' satisfaction and, however, recommends that positive workplace culture be encouraged; emphasis should be placed on encouraging things like work-life balance, inspiring leadership, transparent communication, and employee appreciation, and a good and positive work environment be provided for the healthcare workers to maximise their full potential.

**Contribution/Originality:** The study highlights the urgent need for more doctors and nurses in Nigeria to meet WHO's recommended doctor-patient ratio. It also offers guidance for public hospitals in developing countries to foster an inclusive workplace. It utilized mixed-methods approach to data collection on the secondary category of healthcare systems in a developing country like Nigeria.

## 1. INTRODUCTION

Globally, the healthcare system is a fundamental determinant of the physical and psycho-social well-being of individuals across contexts. The impact of the sector on human capital and sustained economic development is undeniable. An efficient healthcare system lightens the burdens on families, determines the mental, social, and overall well-being of people, and serves as active ingredients in the long-term sustainable development of societies, hence being reflected as part of the Sustainable Developmental Goals (SDG) of the United Nations (UN). Therefore, it is ethical and socially imperative for every nation to have an efficient healthcare system that caters for its people as well as prevents diseases, thus, improving the well-being of its citizens (Babatunde, Oloruntoba, & Agho, 2020).

This is evident in most developed countries like South Korea, Taiwan, Denmark, and France, which was rated to have an effective healthcare system (Expatriate Health & Safety, 2022).

Despite the primacy of the healthcare system to any country, several African countries still struggle with a lot of issues like inappropriate management, insufficient funding, an inadequate workforce, unavailability of essential medicines, a lack of basic medical infrastructure like advanced and modern machines, developed pharmaceutical industries, regular power supply, and rigid work schedules (Adisa, Mordi, & Osabutey, 2017; Oleribe et al., 2019; Wambebe & Xiaoli, 2022). These challenges lead to stressful work and job burnout among healthcare workers. For these African countries, particularly Nigeria, the multi-faceted challenges of the healthcare system hinder the well-being of healthcare workers, which is due to an array of antecedents that require a broad scope of strategies for resolution (Babatunde et al., 2020).

There is a consensus among Human Resource Scholars that job crafting is one of the critical strategic resolutions to stressful work and job burnout, thereby, promoting the well-being of employees in an organization (Arachie, Agbaeze, Nzewi, & Agbasi, 2021; Geldenhuys, Bakker, & Demerouti, 2021; Letona-Ibañez, Carrasco, Martinez-Rodriguez, Amillano, & Ortiz-Marques, 2019). Job crafting is an alternative method that enables employees to redesign their job responsibilities according to their skills and abilities with little or no input from the supervisor or manager (Wrzesniewski & Dutton, 2001). Hence, Li, Jin, and Chen (2020) noted that it is a behaviour that enables the employee to be highly involved in the method of work, which brings about favourable working conditions and job satisfaction.

There has been diverse opinion on the possibility of job crafting for some types of jobs and how possible it is for individuals to craft their jobs (Ade-Adeniji, Adeniji, & Imhonopi, 2021). According to Wrzesniewski and Dutton (2001), everyone can craft their jobs because every job consists of specific job demands and job resources that can be increased or decreased. They noted that all jobs can be crafted, stating that some jobs, like those of nurses, hairdressers, and salespeople, have been crafted with less autonomy. Also, Minda and Mudłó-Głagolska (2019) discovered that all jobs can be crafted irrespective of the various challenges faced by each job and whether it is a high, or low-ranking job.

In ensuring the well-being of citizens of any country, the World Health Organisation (WHO) recommended that adequate attention be paid to the healthcare system, including its workforce, for effective service delivery (Yakubu, Durbarch, Van Waes, Mabunda, & Joshi, 2022). This was emphasised in the recommendation on doctor-patient ratio (1:600) one doctor to six hundred patients; meaning at every given opportunity, there must be readily available at least one doctor to attend to six hundred patients. This recommendation was spelled out in the global health workforce statistics by World Health Organisation (WHO) (2020). This implies that the healthcare workers would have to be fully comfortable with the structure and nature of work, the facilities, and level of compensation in the workplace for them to be retained in order for this recommendation to be actualised.

Job burnout and work overload are among the many challenges bedevilling the Nigerian healthcare system (Olorunfemi, Agbo, Olorunfemi, & Okupapat, 2020; Yakubu et al., 2022) thereby resulting in poor retention outcomes. Every organisation is as effective as the achievements of its set objectives through its employees (Tongo & Ajayi, 2022). Therefore, the healthcare system cannot be effective without prioritizing human recognition and well-being. Most Nigerian hospitals especially the various secondary hospitals, in Lagos State, are faced with enormous challenges like lack of facilities, poor work conditions, and a lack of medical infrastructure (Kanmodi et al., 2019). Statistical evidence reveals that there are about 5,014 patients to one medical doctor; 2,942 patients to one specialist; 2,165 patients to one nurse, and 5,117 patients to one midwife (Obubu et al., 2023). These statistics are far higher than the recommendation of the World Health Organisation, which adversely affects the quality of care given to patients (Archibong & Eshareturi, 2020). This situation places immense stress, such as excessive work demands coupled with limited resources, on healthcare workers, resulting in job dissatisfaction. These healthcare facilities also experienced mass admission of patients, which resulted in over-congestion and over-crowding during

the Covid-19 pandemic (Sogbenga & Abdullahi, 2022), and the effect on healthcare workers was work overload and job burnout, which have been noted to be one of the many significant reasons for brain drain (Olorunfemi et al., 2020). A potential remedy may lie in job crafting, where healthcare employees redesign their roles to better align with their abilities. Hyun (2020) and Sakuraya, Shimazu, Imamura, and Kawakami (2020) hence, this study seeks to examine the impact of job crafting on the satisfaction of healthcare workers in public hospitals in Lagos State, Nigeria, leveraging on the following specific objectives:

- i. To examine the influence of cognitive crafting on the satisfaction of healthcare workers in public hospitals;
- ii. To assess the impact of task crafting on the satisfaction of healthcare workers in public hospitals.
- iii. To investigate the impact of relational crafting on the satisfaction of healthcare workers in public hospitals.

## 2. CONCEPTUAL CLARIFICATION ON JOB CRAFTING

Wrzesniewski and Dutton (2001) invented the job crafting concept in 2001 (Wang, Li, & Chen, 2020). However, the concept of employees redesigning their jobs without management input has existed since 1987 in various literatures on job design (Letona-Ibañez et al., 2019). The design of a job has great influence on the psychology of employees and the experience they get from those jobs. Job crafting is a psychological, social, and physical alteration of work processes, which enables employees to give meaning to their work and relational boundaries, resulting in meaningful work and identity change (Letona-Ibañez et al., 2019). Job crafting is based on the assumption that the essential ingredients for job construction are work tasks, the social interactions, and the lives of the individuals involved. The social contexts make available the necessary materials to develop relationships and experience needed to sharpen the expectations of the job, and spell out the job boundary.

According to Pradana and Suhariadi (2020) there are various motives behind job crafting by employees in the workplace. The need for employees to be able to exercise some control over their job responsibilities, the need for the employee to have a positive self-image at work (Berdicchia & Masino, 2020) and the achievement of role-need fulfillment in jobs (Oldham & Hackman, 2010). Bruning and Campion (2018) viewed job crafting as the ability of employees to alter their jobs and their processes for effective delivery and improved performance. These changes may be in form of cognitive, task, relational, or social forms, as well as structures (physical and procedural), which may also be included (Walk & Handy, 2018). Laker, Patel, Budhwar, and Malik (2020) described job crafting as a modern proactive method of redesigning jobs, which is frequently done by employees to alter their jobs, thereby making them their choice jobs and making them active participants in their job processes and all it entails. However, job crafting was initially classified into three categories by Wrzesniewski and Dutton (2001) which include task crafting, relational crafting, and cognitive crafting.

### 2.1. Task Crafting

Task crafting means the ability of an individual to add or remove some work aspects from the normal work processes in the workplace (Geldenhuis et al., 2021). Task crafting is one aspect that has gained the attention of most researchers, especially as a result of its ability to aid work operations without interference. It makes the individual able to select their chosen area of work, possess the freedom to clarify any doubts, believe in co-workers, and have the possibility of relating openly with everyone in the workplace, which enhances the retention of workers. The ability of the individual to make the choice of preferred task, executing something different from the usual irrespective of who made the suggestions, is one of the unique aspects of task crafting Sabreya (2020) and this guarantees the satisfaction of employees, thereby aiding their retention. Healthcare workers perform routine jobs all the time. This has the tendency to be boring, rigid, and uninteresting that significant success on the job would have to be borne out of passion for the job (Chemali, Mari-Sáez, El Bcheraoui, & Weishaar, 2022). Therefore, task crafting in the healthcare system is the deliberate alteration of the routinely performed tasks by the healthcare

workers to make the jobs easier, more interesting, and more flexible (Wang, Wang, & Li, 2018) thereby making them more relaxed, productive, efficient, effective, and fully satisfied with their jobs.

### 2.2. Relational Crafting

According to Wang et al. (2020) relationship crafting involves altering the standard work practices of communication and regularly interacting with team members. Working with individuals in other departments and executing various responsibilities with various levels of experience is a vital aspect of workplace interaction. Therefore, relational crafting creates the opportunity for diverse channels of communication with different individuals having different orientations, values, perceptions, and belief systems, which creates an opportunity for an employee to learn from colleagues with diverse ideas and orientations. Furthermore, relational crafting enhances resourceful work environment that facilitates the desire to achieve a specific objective in the workplace (Bakker, Hetland, Olsen, Espevik, & De Vries, 2020). Individuals, on the other hand, find it difficult to adapt to changes, but they are more effective in executing their job responsibilities when these changes are introduced (Geldenhuis et al., 2021). Therefore, relational crafting is the ability for health workers to expand their social interactions and relations among co-workers to ensure a friendly workplace thereby enabling every health worker to be at their best in the workplace. This cannot easily be achieved if not introduced; hence, it enhances employees' security and boosts self confidence in the workplace, which leads to employees' satisfaction and loyalty to the organisation; hence, Salau et al., noted that organisations should be ready to implement supportive work environments and strategies in a way that will enable organisations to amass benefits and successfully create an environment that ultimately promotes employee satisfaction and retention efficacy (Salau et al., 2020).

The healthcare worker needs to always maintain a good mental frame to attend to patients effectively. Therefore, relational crafting would enable the health worker to relate with those colleagues, which would lead to effective and efficient performance (Geldenhuis et al., 2021). By so doing, the health worker would always be around those colleagues that they feel most favourably disposed to.

### 2.3. Cognitive Crafting

Cognitive crafting is seen as the way people change their mindset about work (Hommelhoff, Weseler, & Niessen, 2021). "It refers to changing the perspective of work to be done on daily schedules. It involves mentally modifying job processes to align with an individual's preferences, which is why it's often referred to as a psychological aspect. Employees could decide to alter their jobs and their processes with the choice of attributing a new meaning to the job as well as the job content (Hommelhoff et al., 2021). Also, the redesign of an individual's job is viewed as a requirement for lessening the effect of the unavailability of adequate resources for the job (Zhang & Parker, 2019). According to Rofcanin, Bakker, Berber, Gölgeci, and Las Heras (2019) job crafting greatly impacts employees' satisfaction, resulting in high productivity.

The healthcare system is a service organisation that requires the full attention of health workers, specifically the doctors and nurses (Baghdadi, Farghaly Abd-EL Aliem, & Alsayed, 2021). Therefore, cognitive crafting in the health sector is the change in the perception of the healthcare workers about their job processes and responsibilities in an attempt to add meaning to the work, thereby making it more fulfilling (Costantini, Demerouti, Ceschi, & Sartori, 2022). This would enable healthcare workers to have a better perception of their jobs in line with their mental orientation and cognitive dispositions (Oprea, Barzin, Virgă, Iliescu, & Rusu, 2019), which would aid them to assign more meaning to their jobs, which have the tendency to be monotonous, boring, and tiring.

### 2.4. Employees' Satisfaction

Employees' satisfaction has traditionally been viewed from the perspective of the individual employee. It has to do with how employees see their work, whether positively or negatively. It occurs when there is a match between

job needs, job desire, and the benefits that the job gives (Dziuba, Ingaldi, & Zhuravskaya, 2020). Employees' satisfaction is a critical element in the motivation of workers, their retention, and the extent to which the achievement of their goal is fulfilled. Satisfaction of employees simply refers to the sense of fulfillment employees derive in the workplace devoid of stress, excess work-load, eliminating any form of tension, putting in place good reward system, appreciating deserving employees while providing recognition for outstanding performance, and putting in place good management system (Sriram & Lathabhavan, 2020). Employees' satisfaction depicts the level of contentment of employees regarding the jobs, whether in part or the whole job structure, which could include the relationship with the immediate supervisor or the method of supervision (Abuhashesh, Al-Dmour, & Masa'deh, 2019).

According to Dziuba et al. (2020) employees' satisfaction is the inner fulfillment and satisfaction of their accomplishments and prowess. Employees' satisfaction is described as highly related to productivity and work performance, including personal well-being. The execution of a job by an employee in an organisation greatly depends on the satisfaction of the employee with the job as well as the perception of the job. When employees are satisfied with their jobs, they become more dedicated, work harder, and devote time to the affairs of the organisation and care for everyone in the organisation (Dziuba et al., 2020) hence the need to empower and support employees for maximum performance (Onifade, Tongo, & Adetayo, 2022).

Rao and Karumuri (2019) described employees' satisfaction as having a sense of fulfillment resulting in the state of mind of the individuals regarding the experiences derived from the job. This refers to deep inner feeling that employees have about the jobs they perform. These feelings result from the analysis made by the employees in comparing the actual jobs with the anticipated, desired, or deserved ones (Rao & Karumuri, 2019).

Istiaque (2015) viewed employees' satisfaction as a psychological state. What makes an employee satisfied and happy in the workplace is when his needs and aspirations are met. Various factors lead to employees' satisfaction in the workplace, which includes good pay structure, autonomy, work flexibility, healthy working conditions, participatory management, and healthy working relationships. All these and more form the basis for employees' satisfaction.

The level at which employees are pleased, satisfied, and self-motivated with their employment conditions can also be referred to as employees' satisfaction. Employees' perceptions of employment security, professional advancement, and a healthy work-life balance all contribute to this. This suggests that people are happy at their jobs because the work meets their expectations (MBA Shool Team, 2022). Employees' satisfaction is a general term used by the human resources sector to indicate how happy employees are with their nature of employment, work conditions, and their experiences as employees and the organisations they work for (BambooHR, 2022). Different organisations make use of regular evaluations to assess the level of satisfaction of their employees as well as monitor the frequency of satisfaction levels periodically, as it serves as guide that could aid in determining the health status of the organisation. The maximum level of satisfaction of employees reflects their level of contentment in the manner in which the organisation treats them.

Despite their frequent interchange, employees' engagement and satisfaction are distinct concepts. While employees' satisfaction encompasses various factors contributing to contentment in the workplace, employees' engagement specifically influences overall satisfaction. However, one could argue that their relationship is not unidirectional. In an ideal scenario, employees' satisfaction emerges from a blend of tangible elements such as pay and benefits, and intangible aspects like engagement, recognition, and effective leadership. Neglecting either facet poses risks. A company failing to address both tangible and intangible needs might find itself with a team of complacent workers, merely fulfilling minimum requirements to retain their positions. Conversely, highly engaged employees, despite their exemplary performance, may seek opportunities elsewhere if their material needs are unmet by their current organization (BambooHR, 2022).

### 2.5. Empirical Justification

Job crafting enhances job satisfaction of employees. Enhancing the well-being of employees through job redesign leads to increased comfort with their duties at work, which in turn reduces job stress. Job crafting, according to [Laker et al. \(2020\)](#) improved the well-being of employees at work. It was found that about 92% of the employees in their study engaged in crafting post-pandemic jobs, experienced a more satisfying work-life balance, and increased personal satisfaction. Thus, employees would like to retain their current jobs when they enjoy satisfying work environment through job crafting.

Accordingly, [Heidari, Seifi, and Gharebagh \(2017\)](#) studied the effective factors influencing nursing staff retention in the general hospitals in Tehran. They found that the key elements of job retention included asking for staff shifts, a shortage of staff, liking working with the supervisor, and receiving compensation, rewards, and benefits. The importance of asking for staff shifts, a lack of staff, liking working with the supervisor, compensation, reward, and benefit were discovered to be the key elements of job retention. The study's findings lend credence to the idea that improving job satisfaction through effective job crafting might influence employees' inclinations to remain at their current employer and raise performance and job satisfaction levels. Therefore, a well-crafted job leads to job satisfaction, which in turn affects job retention.

It was also revealed that job crafting improved collaboration among staff members in the various organisations studied by [Laker et al. \(2020\)](#). Around 67% of the sampled employees felt motivated to step outside of their comfort zones and collaborate actively with other team members, resulting in a more unified workforce ([Laker et al., 2020](#)). Therefore, policies by business organisation management to develop and design jobs for their employees to create comfortable and appealing work environment will go a long way in enhancing organisation performance. In this vein, job-creating intentions by employers can prove effective work engagement for the employees, thereby enhancing job satisfaction.

Work engagement totally moderated the association between job crafting and job performance, according to [Shin, Hur, and Choi \(2020\)](#) research. When co-worker emotional support was high compared to poor, there was a stronger positive correlation between job creating and work engagement. In contrast, when colleague instrumental support was low compared to high, the positive relationship between job crafting and work engagement was greater. As a result, work engagement and emotional support from co-workers significantly mitigated the indirect impact of job crafting on job performance, thereby leading to employee job satisfaction.

However, [Bakker \(2018\)](#) discovered that job crafting, in the form of expanding job resources, was adversely connected to burdensome job demands, especially when work engagement was high, but favourably related to possibilities for advancement, performance feedback, and person-organization fit. The combination of job crafting and work engagement is critical for creating a creative work environment and a fit between the individual and organization. Therefore, job-creating interventions should be adapted to the motivation of healthcare workers. But according to research by [Russell, McGrail, and Humphreys \(2017\)](#) a wide range of geographic, professional, economical, educational, regulatory, and personal characteristics are substantially and significantly associated with employee satisfaction and rural retention of Australian primary health care practitioners. Geographical distance and population density, occupations offering hospital services, using procedural skills, taking yearly leave, job grade, employment and payment structures, limited access to provider numbers, nation of training, field of study, practitioner age group, and cognitive behavioural coaching were among the most important characteristics, they discovered ([Russell et al., 2017](#)).

[Karollah, Monita, Vilzati, Muhammad, and Ibrahim \(2020\)](#) investigated the effect of job crafting practices on job engagement and job satisfaction. The research was conducted at Petra Arun Gas using one hundred and eighty (180) people. We used simple random sampling to take samples from about one hundred and twenty-three 123 respondents, and then conducted analysis using simple linear regression. Findings revealed that job crafting has a great impact on work engagement and job satisfaction.

In a related study, [Li, Yang, Weng, and Zhu \(2023\)](#) examined how different forms of job crafting relate to job satisfaction by considering the role of person-job fit and age. They showed that person-job fit mediated the association between task crafting, relational crafting, cognitive crafting, and work satisfaction. However, compared to lower-aged employees, older employees had a larger association between task and relational crafting and person-job fit. Similar findings were made by [Sabreya \(2020\)](#) who discovered that task, relationship crafting, and proactive personality all significantly impacted employee satisfaction and retention. On the other hand, it was discovered that there is negative relationship between cognitive job crafting and employee retention. This indicates that fostering a meaningful work environment and fostering relationships with coworkers are the most important influences on cognitive work behaviour.

[Mayende and Musenze \(2018\)](#) explained the effect of job crafting on employees' satisfaction and retention via ethical leadership and the moderating role of job resources. They demonstrated how ethical leadership has a favourable impact on employees' retention and job satisfaction. Furthermore, the moderating function of the composite work resources variable in the relationship between ethical leadership and staff retention played a crucial role in influencing the satisfaction and retention of employees. Additionally, [Wang et al. \(2018\)](#) examined how leader-member interactions and participatory decision-making procedures affected job crafting effects on satisfaction and retention. When workers have more opportunities to engage in decision-making, they identify a positive association between job crafting and leader-member exchange, but a negative relationship when employees' participation in decision-making is minimal. Promotion or decrease in job crafting through leader-member exchange ultimately impacts the task performance of employees' task performance is eventually affected by the promotion or decrease of employees' job crafting through leader-member exchange. The results offer understanding into how new generation workers' self-initiated modifications (job crafting) at work might benefit their businesses.

[Zito et al. \(2019\)](#) delved into the impact of job crafting on the interplay between job satisfaction and work-family conflict within Italian public administration organizations. Employing structural equation modeling, the study unveiled several significant insights. Firstly, it established a positive correlation between job satisfaction and job crafting. However, it also found that work-family conflict exerted a negative influence on job crafting. Also, the research unveiled a positive correlation between job autonomy, job satisfaction and work-family conflict, mediated by job crafting. This suggests that job autonomy not only influences job satisfaction positively but also affects work-family conflict through its impact on job crafting.

### 3. METHODOLOGY

The study examined the impact of job crafting on the satisfaction of healthcare workers in public hospitals in Lagos State, Nigeria, using an explanatory research design and a multi-stage sampling technique comprising purposive or judgmental, stratified, and convenience. A well-structured questionnaire was employed in collecting primary data from respondents, which was analysed using explanatory and confirmatory factor analysis, while SEM (Structural Equation Modelling) was used for estimation. Also, interviews were conducted, and qualitative analysis was done using thematic analysis. These methods of analysis showed the uniqueness and originality of this study compared to past related studies where either one method of analysis or single sampling technique was utilized.

The area of study was public hospitals in Lagos State, Nigeria, and the target population was the doctors and nurses in these hospitals. This was because these categories of healthcare staff are directly responsible for the treatment of patients in the hospital, and from records, they were overwhelmed with work during the past COVID-19 pandemic, hence, the use of them for this study. Lagos State was used because, according to the [Nigerian Medical Association \(2022\)](#) it witnessed the mass exit of its healthcare workers from the various hospitals. The study adopted an explanatory research design, which enabled effective gathering of data and information. The study made use of primary data using a well-structured five-point Likert Scale questionnaire to solicit responses from respondents. Multistage sampling technique comprising purposive or judgmental, stratified and convenience was

used. Using the purposive technique, the researcher was able to select the area of study based on their judgment. The stratified sampling technique enabled the researcher to investigate the various homogeneous sub-groups, while the convenience sampling method enabled every respondent to be captured based on availability. The validity was certified through content, face, and construct validity, while the reliability was done using Cronbach Alpha. Data was analysed using descriptive and inferential statistical methods. SPSS version 26 was used in analysing the various formats, while correlation and regression were used to test the hypotheses.

#### 4. DESCRIPTIVE STATISTICS FOR THE RESEARCH OBJECTIVE

To ascertain the role of job crafting on the satisfaction of healthcare workers in public hospitals, Table 1: presents data on the influence of job crafting (*Cognitive, task and relational crafting*) on the satisfaction of healthcare workers in Public Hospitals. This table also illustrates the perspectives of healthcare workers, as indicated by the specific items included in the research instrument.

Table 1. Descriptive statistics for satisfaction of healthcare workers.

Satisfaction of healthcare workers	Strongly agree	Agree	Un-decided	Disagree	Strongly disagree	Total
I have a feeling of accomplishment and pride from my job tasks	141(22%)	255(40%)	91(14%)	92(14%)	66(10%)	645(100%)
The working conditions give me a sense of fulfillment	156(24%)	201(31%)	56(9%)	96(15%)	136(21%)	645(100%)
My work is interesting because I can reach the management easily	203(31%)	200(31%)	66(10%)	82(13%)	94(15%)	645(100%)
I feel supported, valued and appreciated by the management	198(31%)	181(28%)	66(10%)	97(15%)	103(16%)	645(100%)
I am satisfied with the way I perform my tasks diligently	176(27%)	206(32%)	76(12%)	91(14%)	96(15%)	645(100%)

The findings on healthcare workers' satisfaction show that a significant portion of them experience a sense of accomplishment and pride from their job tasks, indicating fulfillment and personal satisfaction. However, some healthcare workers do not share the same level of fulfillment. In terms of working conditions, a considerable number of them feel fulfilled, but there are also those who do not find their working conditions satisfying.

Many healthcare workers find their work interesting because of easy access to management, suggesting that open communication channels enhance job satisfaction, although some may not share this sentiment. Feeling supported, valued, and appreciated by management is important for job satisfaction, a significant portion of healthcare workers expressing this, but some still feel neutral or dissatisfied. In terms of task performance, many healthcare workers are satisfied with their diligent work, but there are also those who are not equally satisfied. Overall, addressing areas of concern and fostering a supportive work environment can enhance job satisfaction among healthcare workers.

##### 4.1. Test of Hypothesis

This study used data analysis to predict both structural and measurement models. To measure job crafting, the researchers included cognitive, task, and relational crafting as factors, and they utilised path coefficients and the bootstrapping approach with 5000 bootstrap samples, following the recommendations of Liao, Tang, and Shim (2022). All the constructs and items used in the measurement model were reflective, with loading factors of at least 0.70, as suggested by Younas, Noor, Zhou, and Menhas (2022). Surprisingly, all of the constructs had values higher than 0.70. The findings, presented in Figures 1, 2, and 3, showed that only a small number of items with loading factors below 0.7 were removed. The analysis included assessing significant values, R-squared ( $R^2$ ), and path coefficients.



Moreover, the most effective and appropriate non-parametric method for evaluating the model's effect in PLS-SEM (Structural Equation Modelling) was the bootstrapping method. The researchers aimed to obtain more accurate results by using the bootstrapping estimate to demonstrate the relationship between job crafting and the satisfaction of health care workers (doctors and nurses) in the public hospitals of Lagos State, Nigeria. The formulated hypothesis was as follows:

*H<sub>0</sub>: Job crafting (i.e., relational, task and cognitive crafting) does not have a significant influence on the satisfaction of healthcare workers (doctors and nurses).*

The hypothesis consists of one independent variable, job crafting (including cognitive, task, and relational crafting), and one dependent variable, the satisfaction of healthcare workers. We assessed the variables in the study using a structured questionnaire that used a five-point Likert Scale. We used fifteen items to measure latent variable, job crafting, was measured using fifteen items, while the satisfaction of healthcare workers (doctors and nurses) in public hospitals in Lagos State, Nigeria. The items used to measure job crafting encompassed cognitive, task, and relational crafting.

People commonly use PLS-SEM for predicting the relationship between variables (Hair, Hult, Ringle, & Sarstedt, 2022). The structural equation modeling of the hypothesis, presented in Figure 1, illustrates the standardised estimates that indicated the impact of job crafting (including cognitive, task and relational crafting) on the satisfaction of healthcare workers (doctors and nurses) in the public hospitals of Lagos State, Nigeria. It is important to note that all the items related to job crafting (cognitive, task and relational crafting), as shown in Table 2, exhibited factor loadings above the minimum threshold of 0.70 suggested by Kilic, Uysal, and Burcu (2020).

**Table 2.** Factor loading for job crafting and satisfaction of healthcare workers.

Indicators	Factor Loading	Error variance	Composite reliability	AVE	Cronbach's alpha	No. of indicators
Indicators	> 0.7	< 0.5	≥ 0.8	≥ 0.5	≥ 0.7	
Job crafting	0.892	0.108	0.831	0.628	0.803	5
Relational crafting	0.745	0.255	0.836	0.543	0.794	5
Task crafting	0.891	0.109	0.901	0.611	0.852	5
Cognitive crafting	0.886	0.114	0.884	0.639	0.806	5
Satisfaction	0.833	0.167	0.837	0.635	0.808	5

Kilic et al. (2020) suggested certain standards for scales and measurement items: factor loadings should surpass the threshold of 0.70, composite reliability should be at least 0.80 (ideally higher), and the average variance extracted (AVE) should exceed the minimum value of 0.50. Additionally, for the instruments to be considered reliable, the Cronbach's alpha coefficient should be equal to or higher than 0.70. Table 2 displays that all dimensions related to job crafting (including cognitive, task, and relational crafting) and the satisfaction of healthcare workers have values exceeding 0.80, and 0.70, respectively. This indicates that the constructs ranged from 0.729 to 0.896 and this implies a good reliability. If the degree of the fit meets the necessary criteria, the instrument can be considered both valid and reliable.

**4.1.1. Evaluation of the Inner Structural Model**

We employed the inner structural model to determine the significance of the path coefficients. The inner structural model was employed to determine the significance of the path coefficients. In PLS-SEM, the use of bootstrapping becomes crucial in assessing the level of significance (Méndez-Suárez, 2021). In this study, 5000 subsamples were used for the default bootstrapping. The inner structural model demonstrates the impact of job crafting (including cognitive, task, and relational crafting) on the satisfaction of healthcare workers (doctors and nurses) in public hospitals, Lagos State, Nigeria. It is presented in Table 2 and visualized in Figures 1, 2, and 3.

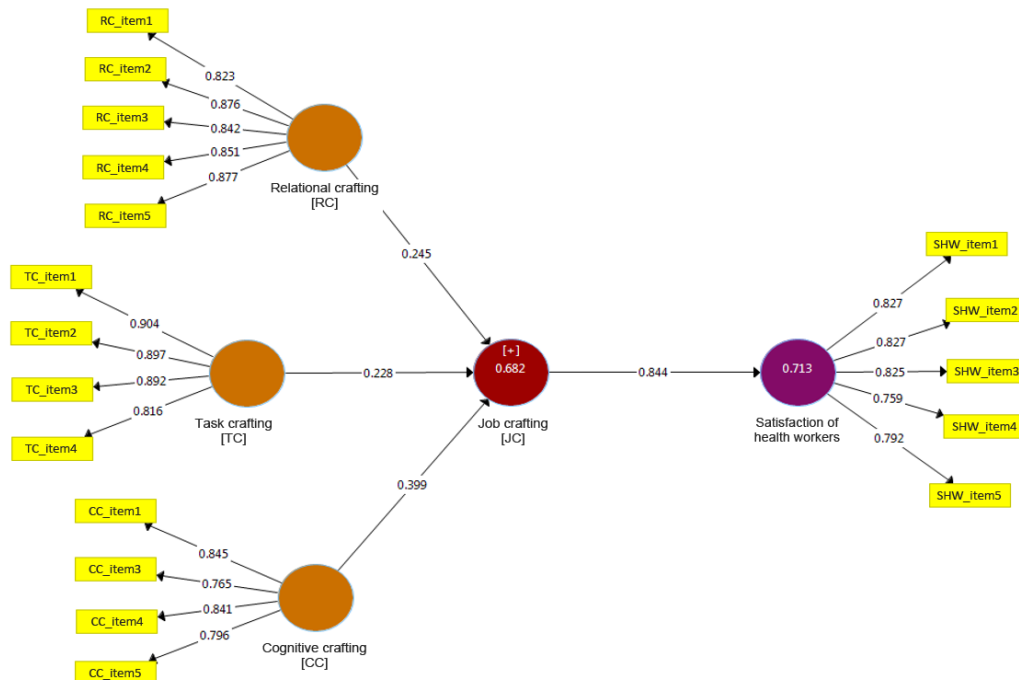


Figure 1. Predictive relevance (Path co-efficient) of job crafting and satisfaction of healthcare workers.

4.1.2. Path Coefficients ( $\beta$ ) and T-statistics Estimation

The path coefficients and the standardised coefficient were obtained using Partial Least Square. We used the value to test the significance of hypothesis. The bigger the value, the more significant the influence on the retention outcomes. However, in Figures 2 and 3, bootstrapping is depicted for job crafting dimensions and satisfaction of healthcare workers (doctors and nurses) in public hospitals in Lagos State, Nigeria.

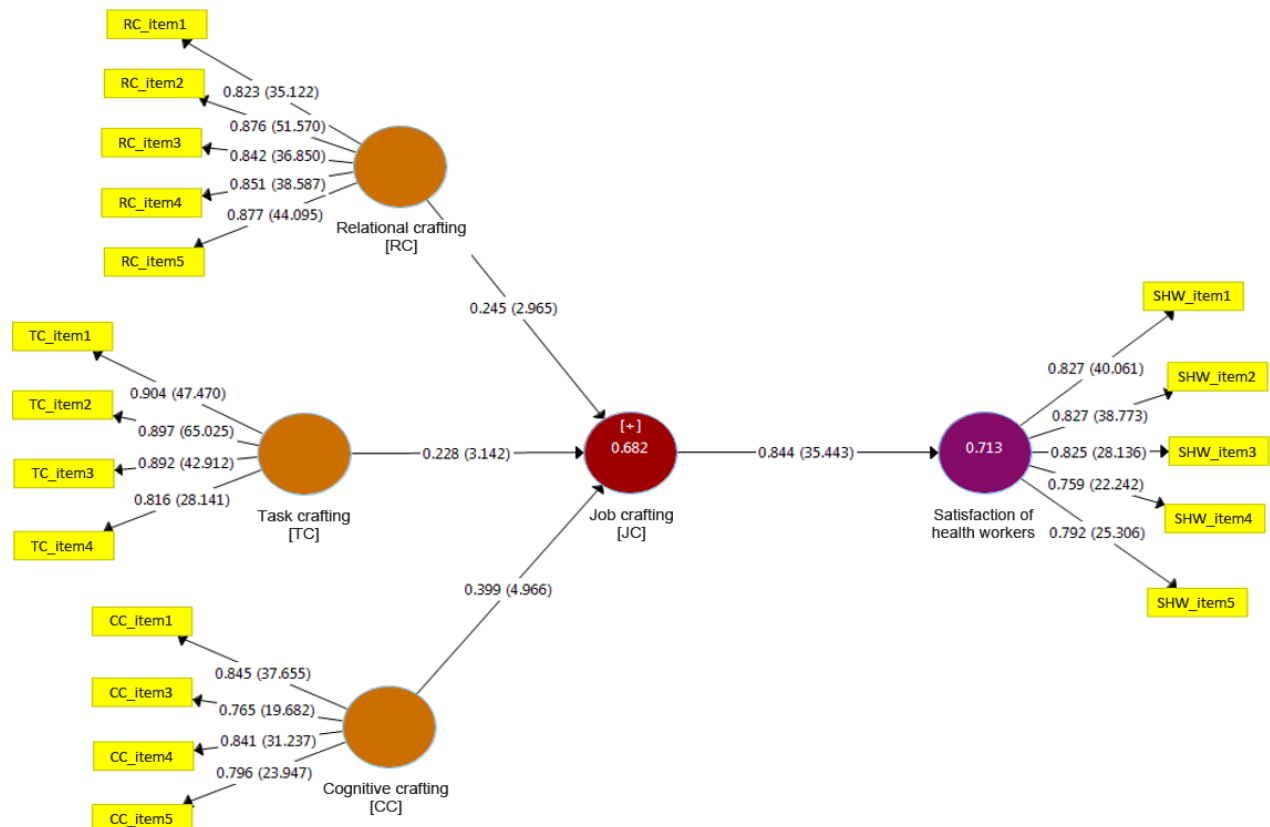


Figure 2. Path co-efficient and T-values for job crafting (i.e. relational, task and cognitive crafting) and satisfaction of healthcare workers.

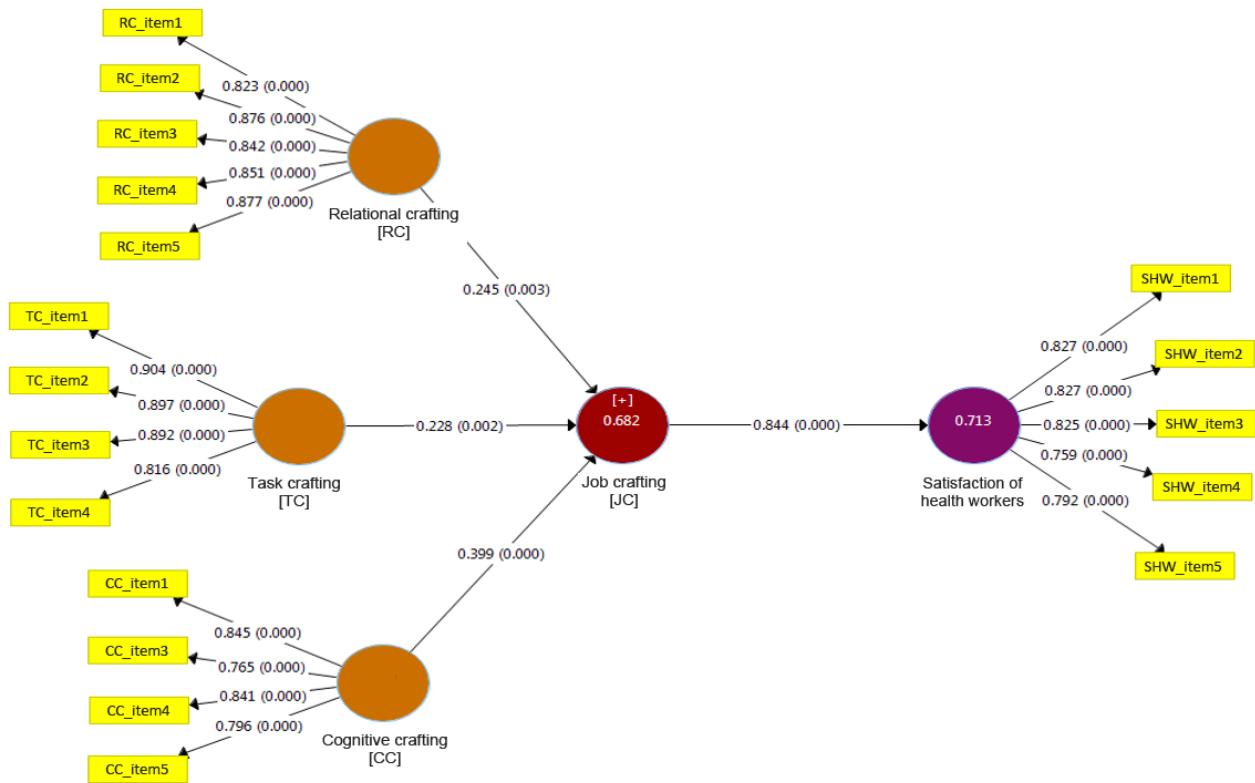


Figure 3. Path co-efficient and P-values for job crafting (i.e. relational, task and cognitive crafting) and satisfaction of healthcare workers.

This hypothesis predicted that job crafting which comprises relational, task, and cognitive crafting significantly influence satisfaction of healthcare workers (doctors and nurses) as displayed in Table 3).

Table 3. Path coefficients for job crafting and satisfaction of healthcare workers.

Variables and cross loading	Path co-efficient	Std. dev. (STDEV)	T-statistics (O/ STDEV)	P values
Job crafting → Satisfaction of healthcare workers	0.844	0.061	35.443	0.000
Relational crafting → Satisfaction of healthcare workers	0.245	0.092	2.965	0.003
Task crafting → Satisfaction of healthcare workers	0.228	0.080	3.142	0.002
Cognitive crafting → Satisfaction of healthcare workers	0.399	0.066	4.966	0.000
	R square (R <sup>2</sup> )		R square (R <sup>2</sup> ) adjusted	
Job crafting	0.682		0.670	
Satisfaction of healthcare workers	0.713		0.702	

The analysis revealed significant relationships between all constructs, as indicated by the path coefficients and bootstrapping at a significance level of 0.05. Job crafting (including relational, task, and cognitive crafting) and the satisfaction of the healthcare workers had statistically significant path coefficient ( $\beta=0.844$ ,  $T_{val} = 35.443$ ,  $p=0.000$ ); relational crafting and satisfaction of healthcare workers ( $\beta=.245$ ,  $T_{val} = 2.965$ ,  $p=0.000$ ); task crafting and satisfaction of healthcare workers ( $\beta=0.228$ ,  $T_{val} = 3.142$ ,  $p=0.000$ ); and cognitive crafting and satisfaction of healthcare workers ( $\beta=0.399$ ,  $T_{val} = 4.966$ ,  $p=0.000$ ). The results indicated that relational crafting had the highest contribution to the satisfaction of healthcare workers, followed by cognitive crafting, while task crafting had the lowest value. All of the path coefficients were practical, as their significance level was below 0.05.

Moreover, the path analysis and bootstrapping aimed to evaluate the impact of job crafting (including relational, task, and cognitive crafting) on the satisfaction of healthcare workers in Lagos State, Nigeria.

Table 3 presents the results of the analyses, indicating strong predictive and explanatory capabilities of the structural models and path analysis in relation to job crafting and healthcare workers satisfaction.

The findings indicated a positive relationship between job crafting (including relational, task, and cognitive crafting) and the satisfaction of healthcare workers (doctors and nurses) in Lagos State, Nigeria, as depicted in Table 3. We used R-squared value (R<sup>2</sup>) to assess the variance in the predictive power of the research model.

We measured each research variable using a standardised questionnaire with a five-point Likert scale. The latent variable, job crafting (including relational, task, and cognitive crafting), was assessed using five questions. The results revealed that job crafting positively and significantly influenced retention outcomes of healthcare workers ( $\beta=0.844$ ,  $R^2=0.682$ ,  $p=0.000$ ). The correlation score of 84.4% indicated that the predictor factors had an overall impact. The analysis indicated a strong and positive contribution to job crafting among healthcare workers (doctors and nurses) in Lagos State, Nigeria.

The regression findings further revealed the coefficient of determination, or R-squared value. Hair et al. (2022) classified R<sup>2</sup> values of 0.71 to 0.90 as outstanding, 0.51 to 0.70 as good, 0.31 to 0.50 as fair, and 0.10 to 0.30 as weak. In this study, the endogenous latent construct showed a path model of 0.491, indicating that job crafting explained 71.3% of the variations in satisfaction of healthcare workers in the model, suggesting a moderate explanatory power.

#### 4.1.3. The Common Method Bias (CMB)

The evaluation of Common Method Bias (CMB) was conducted using collinearity statistics in the SEM-PLS program, considering both the structural and measurement models. Liu, Park, and Whang (2019) suggested that a VIF (Variance Inflation Factor) value exceeding 3.3 indicates the presence of common method bias in the model. Conversely, if a maximum collinearity test yields all VIF values at the factor level, equal to or lower than 3, the model may not be affected by common method bias. In this study, the variance for CMB was determined to be 2.80 and 2.84, while the variance for all variables combined was 68.899%, as illustrated in Table 4.

**Table 4.** Common method bias for job crafting and satisfaction of healthcare workers.

S/N	Variables	VIF [<3]	Decision	Variance factor in % [> 50%]
1	Job crafting (i.e. relational, task and cognitive crafting)	2.80	Free of CMB	68.899
2	Satisfaction of health workers	2.84	Free of CMB	

Table 4 shows that for job crafting (i.e., relational, task, and cognitive crafting) and retention outcomes, all VIF values for each of the measuring items and constructs are consequently less than 3. This suggests that the hypothesis does not contain any common technique bias.

#### 4.1.4. Evaluation of the Model Fitness

Following the recommendations of Hair et al. (2022) this study employed three primary categories of fit indices, which are absolute fit measures, incremental fit measures, and parsimony fit measures, with absolute fit indices evaluating the alignment between the sample data and the model's apriori predictions (Liu et al., 2019). The study found the RMSR value for the relationship between job crafting and satisfaction of health workers was found to be 0.068, which is below the threshold of 0.08, indicating a good fit. We met the GFI (Goodness of Fit Index) criterion, historically set at 0.9, with a value of 0.960, suggesting a satisfactory fit. Similarly, the CMIN/DF (discrepancy divided by degree of freedom) value of the hypothetical model was below 3, indicating a good fit.

By comparing the tested model to a baseline model with all variables assumed to be uncorrelated, incremental fit measures assess the improvement of the tested model. The NFI (Normed Fit Index) and CFI (Comparative Fit Index) have a traditional cutoff point of 0.9, indicating a good fit (Tzafilkou, Perifanou, & Economides, 2022). The NFI value of 0.951 in this study suggests that the research model is appropriate. We used parsimony fit indices to

compare different models and assess how well the model fits samples from the same population. The Parsimony Comparative Fit Index (PCFI) with a threshold of 0.50, as recommended by West, Wu, McNeish, and Savord (2023) is employed in this study. The decision rule for model acceptance includes a CMIN/DF value below 3, an RMSR value of 0.08 or less, and NFI, GFI, and CFI values above 0.90 (Younas et al., 2022). The model fit indices presented in Table 5 indicate a relative Chi-square of 271.94, GFI of 0.960, CFI of 0.967, NFI of 0.951, and RMSR of 0.068. These values meet the required criteria, indicating a well-fitting model.

**Table 5.** Model fit index for job crafting and satisfaction of healthcare workers.

Model fit index	Measures	Abbreviated	Accepted value	Model value
Absolute fit index	The goodness of fit index	GFI	$\geq 0.90$	0.960
	Chi-square/Degree of freedom	CMIN/DF	$< 3.0$	2.918
	Root mean square residual	RMSR	$< 0.08$	0.068
Incremental fit index	Comparative fit index	CFI	$\geq 0.90$	0.967
	Normed fit index	NFI	$\geq 0.90$	0.951
Parsimony fit index	Parsimony comparative fit index	PCFI	$\geq 0.50$	0.546

According to Méndez-Suárez (2021), the measurement model exhibited all model fit indices falling within the acceptable range and surpassing the recommended cutoff level. Table 5 presents an RMSR value of 0.058 for this model, which is lower than the threshold of 0.08, indicating a good fit (Tzafilkou et al., 2022). Consequently, the null hypothesis one (H0), which stated that job crafting (relational, task, and cognitive crafting) does not significantly influence the satisfaction of healthcare workers (doctors and nurses) in public hospitals in Lagos State, Nigeria, was rejected. In summary, the results confirmed that job crafting (relational, task, and cognitive crafting) is a significant predictor of satisfaction among healthcare workers (doctors and nurses) in public hospitals in Lagos State, Nigeria. These findings align with previous studies on the satisfaction of healthcare workers.

#### 4.2. Thematic Analysis

We discussed several few points during an interview on the satisfaction of healthcare workers. The interview shed light on the factors that contribute to the satisfaction of healthcare professionals and the challenges they face in achieving job satisfaction.

The interview highlighted that healthcare professionals derive satisfaction from factors such as making a positive impact on patients' lives, providing quality care, and utilising their skills and expertise. The ability to make a difference and help others is a significant source of satisfaction for healthcare workers.

Researchers also identified collaboration and teamwork as important factors contributing to job satisfaction. When healthcare professionals have supportive and cohesive teams, it enhances their sense of belonging and job satisfaction. Effective communication and mutual respect among colleagues are crucial for fostering a positive work environment.

Work-life balance emerged as a significant challenge for healthcare workers, affecting their overall job satisfaction. The demanding nature of the healthcare system often leads to long working hours and limited personal time, making it difficult for individuals to achieve a healthy balance between work and personal life.

Furthermore, the interview addressed the impact of organisational support on job satisfaction. When the healthcare system prioritise employees' well-being, provides adequate resources and support, and fosters a positive organisational culture, it positively influences job satisfaction among healthcare workers.

The interview also touched on the importance of recognition and rewards. Healthcare workers appreciate acknowledgement for their hard work and dedication. Recognising their achievements and providing opportunities for professional growth and development contribute to their job satisfaction.

Healthcare professionals identified addressing the challenges of work-life balance and enhancing organizational support as crucial steps in improving their job satisfaction. By implementing policies that promote work-life balance, ensuring adequate staffing levels, and creating a supportive and positive work environment, the healthcare system can enhance the satisfaction of their workforce. Finally, the interview emphasised the significance of factors such as making a difference, collaboration, work-life balance, organisational support, and recognition in shaping the satisfaction levels of healthcare professionals.

## 5. DISCUSSIONS OF FINDINGS

The findings showed that job crafting, which includes relational, task, and cognitive crafting, has significant impact on healthcare workers' job satisfaction in public hospitals. When compared to cognitive crafting, relational and task crafting to cognitive crafting, relational and task crafting tend to have less impact on the happiness of health professionals. These results are consistent with research by [Igwesi, Ukairo, and Ijeh \(2021\)](#); [Geldenhuis et al. \(2021\)](#) and [Hommelhoff et al. \(2021\)](#) which similarly investigated the impact of cognitive job crafting, on various employees' outcomes.

In their 2019 research, [Demerouti and Peeters \(2019\)](#) looked at how job design affected worker performance. Their research showed a link between job crafting practices, such as relational, task, and cognitive crafting, and worker performance. The study emphasised how crucial it is for workers to actively shape their job requirements and resources in order to improve performance.

In a related study, [Devotto and Wechsler \(2019\)](#) explored the impact of job crafting on work flow and well-being. They discovered that job-creating activities, specifically cognitive crafting, had a favorable impact on occupational and employees' general well-being. The study emphasised the value of giving employees the freedom to change their workplace to improve their satisfaction and general well-being. To sum up, this study specifically contends that cognitive craftsmanship contributes more significantly to improving healthcare workers' happiness. These results underline the significance of employees' control over their working environment in enhancing their well-being and job satisfaction.

## 6. CONCLUSION

The study concluded that job crafting significantly influenced the satisfaction of healthcare workers in public hospitals. Therefore, deliberate efforts should be made to ensure the satisfaction and happiness of healthcare workers, who need to always be at their best for efficient service delivery. The work environment should be made positive and friendly for all healthcare workers to impact quality service to patients while maximizing the use of their skills and expertise, as these were the highlighted factors that led to the satisfaction of the healthcare worker.

### 6.1. Recommendations

The study hereby recommends that positive workplace culture be encouraged in the workplace. For employees' satisfaction and retention, it is critical to provide a good work atmosphere. Public healthcare system ought to place a high priority on things like work-life balance, encouraging leadership, transparent communication, and employee appreciation. It may be extremely beneficial to a healthcare worker's job satisfaction and organisational loyalty to provide tools and support systems that cater to a healthcare worker's demands in terms of their well-being and work-life balance.

Regular well-being assessments should be frequently conducted by management of public hospitals. Public healthcare system should routinely monitor the happiness of its staff members using questionnaires, focus groups, or private conversations. This will provide insights into particular areas of concern and assist in the identification of appropriate solutions to improve the well-being of employees. Organisations may build a friendly and stimulating work environment that encourages retention by proactively addressing well-being concerns.

### 6.2. Managerial Implications

- i. Measures of job crafting should be included in performance assessment systems in public hospitals, and employees' attempts to mold their jobs should be commended. Public healthcare system should emphasise the value of these behaviors and encourage other employees to adopt them by praising and rewarding healthcare workers who exhibit job-crafting behaviors.
- ii. By putting into practice efforts that address the numerous facets of well-being, such as the physical, mental, and social components, public healthcare system should give their employees' satisfaction and well-being first priority. This may entail making wellness programs accessible, offering counseling services, and fostering a welcoming workplace environment that places a high value on stress reduction, employees' happiness, and work-life balance. Managers need to support and aggressively promote these efforts.

### 6.3. Limitations of the Study

While the research findings provide valuable insights, it is important to acknowledge the limitations. The current research has certain limitations.

- i. Self-Report Measures: The study relied on self-report measures, which may involve social desirability bias, thereby hindering full objective findings.
- ii. Comparative Analysis: The use of local geographical context also limited this study, as it may have prevented the full understanding of how context affects outcomes.

### 6.4. Suggestions for Further Studies

In order to improve our comprehension of the intricate implications of job crafting on the satisfaction of healthcare workers in public hospitals and other healthcare settings, future studies should take into account the constraints highlighted and investigate new lines of inquiry in the following order:

- i. Future research may use a more varied sample to look at how the conclusions apply in other situations.
- ii. To improve the validity of the results, future research may use different data sources or integrate objective metrics.
- iii. Looking at the results in the context of other healthcare systems or nations may help us understand how the context affects outcomes.

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**Institutional Review Board Statement:** The Ethical Committee of the Covenant University, Nigeria has granted approval for this study on 23 February 2023 (Ref. No. CU/HREC/TNI/201/23).

**Transparency:** The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

**Competing Interests:** The authors declare that they have no competing interests.

**Authors' Contributions:** Conceptualization T.N.I.; writing-original draft; T.N.I, O.O.O; methodology, validation and investigation T.N.I, S.O.P; supervision; A.A.A, S.O.P; writing—review and editing, A.A.A, O.O.O; project administration, O.A.O; resources T.N.I, O.A.O. All authors have read and agreed to the published version of the manuscript.

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